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DISSERTATION

**REACTIONS TO MALE AND FEMALE EMPLOYEES
REQUESTING FAMILY LEAVE FOR CHILDCARE AND ELDERCARE**

Submitted by

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Psychology Department

In partial fulfillment of the requirements

for the Degree of Doctor of Philosophy

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Fort Collins, Colorado

Fall 2000

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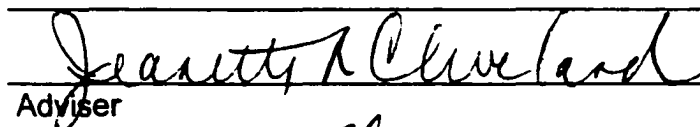
COLORADO STATE UNIVERSITY

MAY 9, 2000

WE HEREBY RECOMMEND THAT THE DISSERTATION PREPARED
UNDER OUR SUPERVISION BY GENEVIEVE HOLLMANN HENDRIX
ENTITLED REACTIONS TO MALE AND FEMALE EMPLOYEES
REQUESTING FAMILY LEAVE FOR CHILDCARE AND ELDERCARE BE
ACCEPTED AS FULFILLING IN PART REQUIREMENTS FOR THE DEGREE
OF DOCTOR OF PHILOSOPHY.

Committee on Graduate Work

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Adviser

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Department Head

ABSTRACT OF DISSERTATION
REACTIONS TO MALE AND FEMALE EMPLOYEES
REQUESTING FAMILY LEAVE FOR CHILDCARE AND ELDERCARE

This research was designed to better understand how employees who take advantage of the provisions of the Family and Medical Leave Act may be perceived by others in the organization. Two key variables were considered: gender of the person requesting leave and the reason for the requested leave (childcare or eldercare).

It was hypothesized that men requesting leave would be perceived more negatively than women. Further, it was hypothesized that those requesting leave for childcare would be perceived more negatively than those requesting leave for eldercare. And finally, an interaction between the two variables was hypothesized. Subjects were 194 male and female employees from four large organizations. The dependent measures considered perceptions of work attitudes and future performance, perceptions of fairness, effects on the organization, and the extent to which a request for family leave violates the psychological contract.

A significant MANOVA result for Perceptions of Fairness supported the hypothesis for gender; requesting a family leave was perceived as less fair, or

appropriate, for men than women. One finding supporting the hypothesized main effect for leave reason was found suggesting that those requesting leave for childcare are more likely to be doing so for their own convenience than those requesting leave for eldercare. MANOVA results for perceptions of work attitudes and future performance, effects on the organization, and violating the psychological contract were not significant.

Exploratory analyses were conducted to consider the effect of subject gender. It was found that female subjects provided more positive ratings on a number of dependent measures than did male subjects. Implications of study, strengths and weaknesses, and future research considerations are also discussed.

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DEDICATION

**To My Father and Mother
who are my role models**

And

**To Jim, Sam, and Matthew
who are my precious rewards**

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CHAPTER I

INTRODUCTION

As the baby boom generation ages, creating an older population, and as more women with children enter the workforce, the challenge of managing work responsibilities and family care will most likely intensify. Increasingly, organizations will compete for a slower growing pool of talented workers (Jamieson & O'Mara, 1991). It is likely that organizations will need to make changes that will accommodate workers who are trying to balance both work and family responsibilities (Friedman, 1990). Women, including employed women, are typically the providers of elder and parental care (Mutschler, 1994) and child care responsibilities (Moen, 1994). Employed men, however, as well as employed women, have an equal opportunity to provide care by taking advantage of governmental policies such as the *Family and Medical Leave Act*, 1993, or organizational programs such as flexible work schedules, part-time work, referral programs, and telecommuting. An interesting question to ask is why some employees take advantage of programs such as *Family and Medical Leave Act* (cf., FMLA website: www.iprna-hr.org/govtaffairs/fmla.html), part-time work, telecommuting, and flextime, while others do not? The answer may, in part, be due to concerns employees have about how others perceive them.

This study considered reactions towards men and women who request a temporary accommodation via the *Family and Medical Leave Act* for either childcare or eldercare.

It was the goal of this study to better understand people's reactions towards male and female employees requesting to take a leave to help manage work and family obligations and to offer a theoretical rationale for these reactions. There is evidence that reactions may differ depending upon a) the gender of the person requesting the accommodation or leave, and b) the reason for the leave. This study was designed to assess the extent to which there are negative consequences, in terms of perceptions of employees who *request a family leave* for 12 weeks in order to more effectively manage work and either childcare or eldercare. Furthermore, this study investigated whether perceptions vary based on the gender of the employee requesting the leave.

Research has shown that employees and organizations develop a psychological contract (Rousseau, 1989; Rousseau, 1990; Rousseau & Parks, 1992) which may lead to certain behaviors and perceptions on both sides. A psychological contract can be thought of as an understanding between two parties of the basis for the relationship; that is, the basic components for the relationship. For example, in an employee-employer relationship one understanding is that if the employee performs his or her job duties the employer will pay the employee. Perhaps the theory of psychological contracts can help us understand perceptions towards employees requesting certain

work accommodations. Additionally, gender continues to be a focus of research when considering variables that impact work lives. Current research indicates that stereotypes still exist along gender lines (Harriman, 1985) and when considering career success, gender is often hypothesized to be part of the equation (cf., Deaux, 1995; Eccles, 1987; Melamed, 1995; Norris & Wylie, 1995; Schneer & Reitman, 1995). Gender may play a role in understanding work accommodations and workers' reactions towards employees requesting accommodations.

This literature review 1) considers the problems and burdens associated with managing work and family obligations, specifically as they relate to childcare and eldercare, 2) options available to employees trying to manage work and family obligations, 3) describes the basic law provided for under the *Family and Medical Leave Act* of 1993, and its limitations, 4) discusses the development of psychological contracts and why it is theorized that these contracts may help explain co-workers reactions or perceptions, 5) reviews gender differences and stereotypes as they relate to expectations in work and family, 6) reviews the literature on sex-typing and lack of fit model which provide a theoretical basis for the hypotheses, and 7) describes the rationale for the dependent measures used in the study.

Work-Family Conflict: Theories and Models

Work-Family Conflict. There is an increasing amount of research investigating the relationship between work life and family life. It is because

work and family affect each other that there is a need for organizational interventions to help manage both work and family. One way that we know that the domains of work and family affect each other is when they are in conflict (Lambert, 1990). Although there are many definitions of work-family conflict, Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964) define work-family conflict in terms of interrole conflict in which pressures or demands from one area (work) conflict with pressures or demands from another area (family). In other words, work-family conflict exists when work (family) roles are hampered by family (work) roles.

Although there are numerous theories regarding the relationship between work and family, the spillover theory is a widely considered and applied theory. Spillover theory explicitly focuses on conflict between work and family. One assumption of this theory is that what someone experiences in one domain (e.g., work) will affect the other domain (e.g., family) (Lambert, 1990). Research relevant to this theory has investigated the direction of work-family conflict (Frone, Russell, & Cooper, 1992). That is, does one's work role affect their family role and/or does one's family role affect their work role? In reviewing the literature they found the relationship of work roles affecting family roles is reported more frequently than family roles affecting work roles. Frone et al. (1992) found, however, that family issues had more of an impact on the quality of work life than did the reverse relationship.

Gutek, Searle, and Klepa (1991) found work to interfere more with family than family to interfere with work for both men and women, as they predicted. Women, however, who worked the same number of hours as the men, indicated significantly higher levels of conflict in which work interfered with family. A meta-analysis found that work to family conflict had a stronger negative relationship to both job and life satisfaction than did family to work conflict (Kossek & Ozeki, 1998).

The ability of employees to manage or not manage both work and family can certainly have an impact on the organization. There is some indication that family pressures result in turnover and intentions to quit one's job, especially among women (Cook, 1993; Machung, 1989; Rosin & Korabik, 1990). Rosin and Korabik's (1990) review of the literature indicated that women are perceived as more likely than men to leave their job for family reasons. Specifically, they point out that women are more likely than men to leave their job when they reach reproductive age. However, their study found that, in actuality, (managerial) women do not leave the work force at the rate claimed in the literature and by the media. Further, they found that women who do leave the work force for family reasons, do so on a temporary basis. In a discussion with college seniors, Machung (1989) found that women in her sample also indicated that they plan to enter and exit the work force as family needs arise. Therefore, it may be in an organization's best interest to develop appropriate

work accommodations that assist both women and men managing their family and work.

Eldercare and Childcare. Both caring for children and caring for parents are concerns that employees in today's organizations may face at some point in their career. Childcare needs are diverse among employees (Kossek, 1990) and some employees have responsibilities for both childcare and eldercare (Chapman, Ingersoll-Dayton, & Neal, 1994). Many recent studies have considered eldercare and its impact on the employee (Barling, MacEwen, Kelloway, & Higginbottom, 1994; Barnes, Given, & Given, 1995; Boise & Neal, 1996; Dellmann-Jenkins, Bennett, & Brahce, 1994; Franklin, Ames, & King, 1994; Gignac, Kelloway, & Gottlieb, 1996; Hepburn & Barling, 1996; Joseph & Hallman, 1996; Kramer & Kipnis, 1995; Mutschler, 1994). Eldercare has been shown to have a negative impact on absenteeism (Boise & Neal, 1996), partial absenteeism, such as coming to work late, leaving early, personal phone calls (Barling, MacEwen, Kelloway, & Higginbottom, 1994; Hepburn & Barling, 1996), being distracted, more accidents, and low morale among co-workers (Neal, Chapman, Ingersoll-Dayton, Emlen, & Boise, 1991).

Hepburn & Barling (1996) suggest that caring for elders may result in "less visible absences" (p.315) from work responsibilities and that employees with responsibilities for eldercare may have trouble completing their work duties. The present study suggests that this in turn may have an impact on the

organization (or co-workers) and therefore on co-workers' perceptions of those with eldercare responsibilities.

Women are typically responsible for childcare and household responsibilities (Googins & Burden, 1987) and eldercare (Horowitz, 1985; Mutschler, 1994) and women are more inclined than men to feel the burden of this responsibility (Kramer & Kipnis, 1995). Women caring for elders also tend to experience greater levels of work-family and family-work conflict than men (Gignac, Kelloway, & Gottlieb, 1996). Furthermore, Gignac et al. (1996) suggest that the nature of the types of caregiving provided to elders by men and women differ in that women are more likely to provide hands on care while men deal with problems that can be handled after work such as financial care. This may suggest that men might feel it is not acceptable for them to allow family concerns, such as eldercare, to interfere with their work, thus focusing their effort on financial care rather than hands-on care. Therefore, when a man does take time away from work to care for an elderly parent the perceptions and attitudes towards him may be negative (i.e., more negative than the attitudes towards a woman) because it is counter to expectations other workers may have of him.

Childcare can also have an impact on work related attitudes and behaviors (Glass & Estes, 1996; Kossek, 1990; Rudd & McKenry, 1986). There is evidence that the organization's help in having childcare services available will result in greater levels of job satisfaction (Raber, 1994). Further,

being satisfied with one's childcare arrangement choice can result in less overall work-family conflict (Goff, Mount, & Jamison, 1990) and greater life satisfaction (Bedeian, Burke, & Moffett, 1988). Supervisor and co-worker support in handling work and childcare can also positively impact outcomes such as control over work (Thomas & Ganster, 1995) and intentions to quit (Glass & Estes, 1996).

Although fathers indicate greater levels of work involvement than mothers, they are equally concerned about the quality of childcare arrangements (Atkinson, 1987). Ozer (1995) found mothers to take on most of the childcare responsibilities even when the mothers' professional status was comparable to that of their husbands. This indicates that childcare is still primarily the female's responsibility even though women continue to grow in the labor force. Other male and female comparisons related to managing work and family are discussed later.

Managing Work and Family: Policies and Practices

For men and women working in today's organizations, there exists a variety of possible ways to manage both work and family. Not all possibilities are applicable nor appropriate for everyone. Further, the appropriateness of a particular policy may depend on the organization, the occupation, or the individual. Policies exist both at the governmental level, such as the *Family and Medical Leave Act* put into action in August, 1993, and at the corporate initiative level. The Conference Board (Spring, 1995) lists a number of different

corporate programs that are offered and shows how they are utilized (see Table 1). The Conference Board report also points out that many companies are increasing the number of work family programs available for employees.

Seyler, Monroe, and Garard (1995) also investigated the types of work-family benefits organizations offer. They looked at organizations registered through the Louisiana Labor Department with greater than 50 employees. Tables 2 through 4 display work-family related benefits and the percentage of companies in their sample offering the benefit.

Family Medical Leave Act and Parental Leave Policies. The Family and Medical Leave Act (FMLA) recognizes the needs of employees to take care of family obligations and responsibilities while maintaining stability in their jobs. FMLA was signed into law in August 1993, by President Clinton. The act allows employees in companies with more than 50 employees, who have worked for the organization for 12 consecutive months, and who have worked more than 1250 hours in the previous 12 months, to take up to 12 weeks of unpaid leave. This leave can be taken once in any 12 month cycle and for the following reasons: birth or adoption of a child; to care for a serious medical condition in a parent, child, or spouse (however, not a spouse's parent); and to care for one's own serious medical condition (Frank & Zigler, 1996).

Although there is research focusing on parental leave in general, the FMLA is a recent development and therefore the amount of empirical research on the use of and reactions to this type of leave is limited. There is some

criticism. Seyler, Monroe, and Garard (1995) suggest that the FMLA is “symbolic” in its effect on workers because it excludes small companies and the amount of benefit is not great. Kamerman (1991) echoes this thought and points out that unpaid leave provides an ineffective alternative for poor and middle class workers. Even before the FMLA was put in effect, Zedeck and Mosier (1990) questioned the ability of this act to help employees manage work because of the inability of many to afford an unpaid leave and the “*fear it will jeopardize their career progress*” (p. 244). Concerns of negative perceptions may be one reason employees who are eligible and have a need, might not take advantage of the FMLA. This study intended to take an empirical look at whether this concern is or is not justified. That is, what are the perceptions managers or co-workers have of employees who request a work adjustment via the FMLA?

By and large, the parental leave program in Sweden is considered to be the most liberal (Haas, 1991). In the United States, maternity leave often falls under the realm of disability leave. Many families today struggle with balancing work and family because of their economic need for both spouses to be working and the FMLA may not help them since it is time off without pay. Interestingly, as the amount of parental leave that is paid increases so does the stated willingness of *men* to take advantage of a leave (Hyde, Essex, & Horton, 1993).

Three variables are found to be related to positive attitudes towards parental leave policies: being of childbearing age, having children, and having positive attitudes towards women (Grover, 1991). Grover (1991) also applied social justice theories in looking at co-workers who may be directly or indirectly affected by someone who takes leave and hypothesized a positive relationship between those who view parental leave policies as fair and attitudes towards those who take leave; this was supported.

Other Accommodations. As discussed, this study focused on employees requesting a leave through the FMLA; it is important, however, to recognize that there are other accommodations available to employees. The present study focused on leave because it is available to all employees in large organizations where not all companies offer other options. Understanding the limitations of these other accommodations helps to understand the importance of the FMLA and the need to understand its limitations. Flextime and compressed work weeks are both examples of flexible work schedules that could aid an employee trying to care for either children or an elderly parent. Flextime generally consists of a flexible starting and ending time for work. A compressed work week involves working the full number of hours per week in 4 days, or 3 days, rather than the traditional 5 days. Flexible work schedules allow a family flexibility in fitting together work and family needs. Staines and Pleck (1984) considered nonstandard work schedules such as night shifts, rotating shifts, and weekend work. They found that although “non-day” shifts

allow for time with the family role, they also resulted in more conflict between family and work roles. However, Barling and Barenbrug (1984) found that mothers working a flexible full-time schedule indicated less role conflict (parent versus spouse, and parent versus self) than those not working with a flexible schedule. Flextime does not result in a change in job satisfaction nor productivity (Narayanan & Nath, 1982).

Telecommuting is another accommodation and can be defined as *“performing job-related work at a site away from the office, then electronically transferring the results to the office or to another location”* (Cross & Raizman, 1986, p. 3-4). Typically we think of telecommuting as working from a home office and being linked, via computer, telephone, and fax to the office. For telecommuting to be successful, workers need to be organized, able to work without their manager present, and able to do without workplace socialization (Cross & Raizman, 1986). There is some question as to whether telecommuting in fact reduces work-family conflict, especially in situations where the work boundaries are unclear (Zedeck & Mosier, 1990).

On-site childcare is another accommodation an organization can provide for its employees although not all parents want this type of accommodation (Schwartz, 1992) Research shows that providing an on-site child day care center does not reduce either work-family conflict nor parental absenteeism (Goff, Mount, & Jamison, 1990).

Part-time work is another accommodation that potentially enables employees to manage or balance both work and family. Part-time work, as with parental leave, usually requires a reduction in salary, benefits, responsibility, and challenge (Feldman & Doeringhaus, 1992). There are over 20 million employees now working part-time making up 20% of the total workforce in the United States, and the majority of part-time workers are women, mostly married with children, and teenage workers who are often students (Feldman & Doeringhaus, 1992; Feldman & Doeringhaus, 1992b). Part-time work is less preferred for high paying and meaningful work (Phillips, Weaver, & Matthews, 1990). Although part-time work is increasing, most of the recent increase in part-time workers are involuntary part-time workers (Tilly, 1991).

Clearly, there are many options available to employees. Some of the factors that might lead to an employee's choice are financial considerations, impact on ability to do the job (e.g., a job with a lot of client interaction may be difficult to do from home), age of children (e.g., day care center may not be appropriate), or concerns about how co-workers or management might perceive them. The present study hoped to learn more about this last factor. It suggests that one reason employees may be hesitant about requesting an accommodation is not knowing how they are perceived by other members in the organization.

When an employee requests a leave from work, this request may disrupt tacit expectations that the organization (and co-workers) has regarding the

individual's continuous involvement at work. Further, these expectations of continuous uninterrupted work may be stronger for men than women. One set of theories that may be useful in understanding these tacit or implicit expectations of employees and organizations regarding work is called psychological contract. In the section that follows, I will draw from gender literature to form a basis that men will be evaluated more negatively than women for violating the psychological contract.

Psychological Contracts: Employee-Employer Relationship

When someone goes to work for an organization there are implicit understandings about the relationship between employee and employer. One way of considering how these understandings are formed is through psychological contracts as they apply to employees in an organization (Robinson & Morrison, 1995; Rousseau, 1989; Rousseau, 1990; Rousseau & Parks, 1992). Rousseau (1989) states that a *"psychological contract refers to an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party"* (p. 123). In other words, a psychological contract refers to what people believe to be the conditions of their agreement. In terms of a working relationship it may be that the employee perceives that if she works diligently she will be rewarded by receiving a raise. Psychological contracts can handle a wide variety of relationships between an employer and employee (Rousseau & Wade-Benzoni, 1995).

Shore and Tetrick (1994) discuss three functions of a psychological contract in an employment setting: 1) to reduce uncertainty in the conditions or agreement between employer and employees, 2) to develop employees who are accountable for their own performance or behaviors, and 3) to provide employees a sense of empowerment over their future with the organization. That is, a psychological contract enables employees to decide if they are willing to put the effort forward to meet their commitments. Important to this study is the thesis that a psychological contract reduces uncertainty between employees and employer. When a person requests an adjustment to the traditional work schedule, such as a leave of absence, there is perhaps a change in the contract between employer and employee and therefore a change in perceptions or attitudes about the person and the effect they have on the organization (or employer).

Psychological contract theory has recently been considered in relation to another work-family policy, flexible work hours, and measures of organizational commitment and job satisfaction (Scandura & Lankau, 1997). The research found women to have greater organizational commitment and job satisfaction if they thought their company had flexible work hours. Similarly higher levels of organizational commitment have been found in women who perceived their organization to be supportive of work-family balance (Lyness, Thompson, Francesco, & Judiesch, 1999).

When an employer violates the psychological contract between the employer and employee it can result in lower levels of employee trust, satisfaction, and commitment (Robinson, 1995). This present study considered the relationship from the other view point. That is, what happens when an employee violates expectations that the employer may have about continuous work involvement (e.g., comes to work full time, is committed to the organization, performs at an acceptable level over time)?

Borrit and Kidd (1994) considered the extent to which an employee could openly discuss changes in their family status (i.e., becoming parents) or *"re-negotiate the psychological contract"* (p. 220). Although the study was of a qualitative nature and used a small sample (n=13), it demonstrated differences in employer attitudes towards men and women. Many of the women indicated they were uncomfortable or hesitant in discussing their change in status, and the implications of that change with their managers. Some of the women who had changed their work schedule to a part-time day expressed feelings of *"indebtedness"* (p. 228) to the organization for permitting a part-time schedule. The authors suggest that organizations need to recognize that employees' lives change over the course of their tenure and the organization needs to be prepared for these changes. Clearly the relationship and mutual understanding between an employee and his or her employer can be affected by changes on either side of the relationship. A change in family status may at times result in a need for a change in the premise of the employer-employee

relationship. Further, perceptions of the employee who initiates such a change may depend upon whether it is a male or female making the request. In order to understand why this might occur, the literature on gender and expectations of work and family will be reviewed.

Expectations in Work and Family: Male and Female Comparisons

This section will consider differences between men and women in terms of their expectations about work and family. The way men and women perceive or value work and family may set the stage for how others perceive them. For example, if men desire an uninterrupted career, perceptions may be harsher if they do not have an uninterrupted career. Gender and work, gender and work values, and gender and work-family conflict are all considered in recent research (deVaus & McAllister, 1991; Dodd-McCue & Wright, 1996; Elizur, 1994; Mannheim, 1993; Mason, 1994; Perron & St-Onge, 1991; Rowe & Snizek, 1995; Schein, Mueller, Lituchy, & Liu, 1996). Women tend to value esteem, co-worker and people interactions, fair and considerate treatment by supervisor (Elizur, 1994), being treated with respect (Mason, 1994) while men value influence, independence and responsibility (Elizur, 1994) and upward striving (Mannheim, 1993). Findings tend to show that men are more satisfied with their jobs than women (deVaus & McAllister, 1991). Others find little or no difference between men and women in work values (Rowe & Snizek, 1995).

Covin and Brush (1991) considered men and women's attitudes towards career and family. They presented subjects with a number of different career

scenarios and also obtained ratings on a variety of work-family scales. In general, they found that women expressed a stronger need than men for government support in work-family issues; men were more in favor of defined parental responsibilities than women; women were less likely than men to feel that work performance declines when there are non-work influences or issues; and men were more likely than women to agree with stereotypes of women in the work force. Obviously, there still exists differences between men and women's attitudes toward the need for support in dealing with work-family issues and also who is ultimately responsible for managing the work-family interface. This may in turn lead to different perceptions towards men and women when they request an accommodation to help them manage their work and family.

Although popular media may have us believe that women and men are beginning to share in family responsibilities, the literature indicates otherwise (Cook, 1993; Machung, 1989; Spade & Reese, 1991). Spade and Reese (1991) point out that men perceive their future with an uninterrupted career and a wife to take care of the family and home. Women, on the other hand, perceive equitable relationships in their future. Similar findings are echoed by Machung (1989). It is interesting to ask whether or not these perceptions of the future influence men's and women's choices about taking leave and whether they feel there will be negative or positive perceptions of them if they have an interrupted career path.

Bridges (1989) studied gender differences in the ratings of the importance of 18 job characteristics when making a career choice. Although this study did not look at career choice, it is important to note the extent to which the ability to manage work and family plays a role in making a decision of this sort. First, Bridges (1989) found a significant difference in how men and women rated the "ease of arranging work schedule to coincide with schedule of children and/or spouse" (p. 207). Females rated this characteristic as more important than did males. Second, she found a significant difference in how men and women rated the "availability of part-time employment" (p. 207). Again, females rated this characteristic as more important than did males. Finally, she found a significant difference in how men and women rated the "ease of reentering the field after interruption for childrearing" (p. 207). Once again, females rated this characteristic as more important than did males. Clearly, the issue of whether an organization can offer flexibility and the possibility of performing work and family roles effectively is important to women.

How a person will balance both work and family roles is a consideration of both young men and women today (Gilbert, Dancer, Rossmory, & Thorn, 1991). In their study examining the reliability and validity of an orientation to an occupational-family integration instrument, Gilbert et al. (1991) point out that although both young men and women hope to combine work and family, the impact of this effect is given more consideration by women than men.

An interesting study (Perron & St-Onge, 1991) asked male and female subjects to indicate which of three career-family patterns they preferred for women. The most preferred pattern was the late maternity pattern in which school and work are attended to first; only after a career is established would the woman have children. This was favored by 70.5% of subjects. The double track pattern, in which the woman would attend school and work at the same time she is having and caring for her children was favored by 18.3% of the subjects. Finally, the interrupted pattern in which the woman would return to school or work after raising her children was favored by only 11.2% of the subjects. There were no gender differences for these choices and the subjects were not asked to rate patterns they preferred for men. Women have choices available as to the career pattern they will choose while men seem to prefer an uninterrupted career path (Spade & Reese, 1991). This study suggests that men may be perceived more harshly when requesting a leave because they are then deviating from the more typical uninterrupted career pattern. Whereas for women, an interrupted career pattern might be more acceptable.

Etaugh and Folger (1998), basing their predictions on gender role expectations, found that mothers who work outside the home full-time were viewed as less nurturing than mothers who worked fewer hours outside the home *and* less nurturing than fathers who work full-time outside the home. Further they found that men who reduce the number of hours they work outside the home are viewed as less professionally competent than the full-time

working father. Clearly gender expectations play a role in how men and women are perceived in both their roles as workers and parents.

The present study investigated the extent to which it is more acceptable for women or men to request an accommodation in the form of family leave, to manage work and family. Currently there is little research looking at differences in how men and women are perceived when they request such accommodations. There is evidence that men and women believe they are being perceived negatively when they do take advantage of these accommodations. Hall (1989) suggests that men and women currently take different approaches to accommodating both work and family. He suggests that men are viewed as committed to their careers because they keep their family activities to themselves, while women are viewed as choosing between work and family. Research also shows that women experience more stress in both their work life and family life than do men (Anderson & Leslie, 1991). Women of the 1990s are primarily responsible for family roles and responsibilities (Duxbury & Higgins, 1991) as they were in the 1970s (Herman, 1977). Melamed (1995) found being married and having children to be unfavorably related to career success of women, but not men.

Although attitudes towards women at work may be changing, it is important to consider where those changes are being made and where, in fact, traditional views still hold. There may still exist stereotypes or gender expectations that lead us to believe that women and men should or will behave

in a certain way. Current research shows that male managers today hold very similar beliefs and attitudes to male managers of the 1970s. Perceptions persist suggesting that the characteristics needed to be a successful manager are more likely to be held by men than by women (Schein, 1994). Also, men tend to hold gender stereotypes of managers more so than do women (Norris & Wylie, 1995). Furthermore, it is found that the more a job is associated with masculinity the greater the salary, prestige, and value associated with it (Glick, 1991).

Despite many changes in the workforce, there still exist many differing beliefs about men and women. Therefore, this study hypothesized that today men and women who request accommodations to manage both work and family will be perceived differently. It will be more acceptable for a woman to request such an accommodation because it is still assumed that women are the ones responsible for managing the family and providing care. Men will be perceived more harshly because it is not consistent with the masculine stereotype and so such requests are not expected.

Reactions to Requests for Accommodations

The present study was designed to better understand the perceptions and attitudes towards those workers who request a family leave to help manage their work and family, specifically in the form of a 12 week, unpaid family leave. With few exceptions, the existing research does not address this issue. It is certainly not considered in the context of psychological contracts.

A recent study (Allen, Russell, & Rush, 1994) considered the impact of gender and reason for leave on perceptions of the target's organizational commitment, causal attributions of the target's performance (e.g., luck, ability, effort), and the extent to which the subject would allocate rewards such as a training program, promotion or overseas assignment to the target. The reason for leave variable was defined as either a parental leave (i.e., childcare) or a medical leave. The researchers found no differences for gender but did find a main effect for leave reason for some of the measures. The present study expanded on this research in a number of ways. First, Allen et al. (1994), described the targets as high performers, whereas the present study considered average performers, assuming there are more average performers in organizations than there are high performers. As the researchers suggested in their discussion, the use of high performers may explain nonsignificant gender effects. Secondly, the present study attempted to demonstrate these relationships using theories of psychological contracts and gender expectations and differences. Thirdly, the present study did not consider reward allocation, but rather focused on perceptions of job attitudes, perceptions of fairness, effects on the organization and co-workers, and perceptions of violating the psychological contract. Finally, the present study considered leave reason in the form of eldercare and childcare instead of parental and medical leave.

There is research considering reactions to employees who request other accommodations available to manage work and family obligations. Eagley and Steffen (1986) compared female part-time and female full-time workers. They found that female part-time workers are perceived to be 1) more concerned with others; and 2) more selfless; and 3) less "motivated to master"; and 4) less assertive than female full-time workers. Further, they point out that people considering part-time work as a means to balancing family and work should consider negative perceptions held about part-time employees.

Olson and Frieze (1989) measured the effects of job interruptions and part-time work on income level of MBAs. They ask whether a voluntary withdrawal has a negative effect on subsequent income because an employer may view a voluntary withdrawal as a lack of commitment. They found that intervals of non-employment and part-time work were significantly more common for women than men. In looking at the reasons people gave for non-employment, they found that both men and women gave "could not find a job" as the most frequent response. However, 9.6% of females indicated "family reasons" (with an average of 21 months out of work) while 0% of the men indicated "family reasons." Finally, they found that part-time work and periods of non-employment do have significant negative effects on the salary levels of MBAs, but that these results vary for the reason that one takes a job interruption. Leaving the job for family reasons does not have a significant effect on salary. "Could not find a job" has the most negative effect on future

salary. This indicates that although women are more likely than men to leave work for family reasons, the consequences might not be as detrimental as one might think in terms of future salary.

Friedman (1990) points out that those in the position to make changes in corporations may not be aware of the extent of the problem because employees do not come forward with their concerns about managing work and family because they perceive risks in having this discussion. Men may not take parental leave because they think others may think negatively of them. Further, lack of support is seen as a barrier to men not taking advantage of parental leave policies and more women than men have found positive reactions to taking leave, by their employers (Haas, 1991).

Just as financial concerns play a role in a worker's willingness to take family leave, so also does perceived support from co-workers and managers. Hyde et al. (1993) asked fathers what they felt the reaction would be from co-workers and supervisors if they were to take a leave of a month or longer. Fathers anticipated more negative reactions than support from both co-workers and supervisors. Schwartz (1989) also suggested that men are cautious of taking parental leave for fear that managers will perceive the leave as a lack of career commitment. If organizations are going to make the effort to set work-family and scheduling policies it would be helpful to know if there are negative repercussions for employees making use of such policies. If there are negative attitudes, perceptions, or behaviors towards leave takers then steps towards

improving these attitudes could be taken. Progressive organizations are working to improve both structural and attitudinal changes towards managing family and work (Thompson, Thomas, & Maier, 1992). Clearly, there is a business reason why employers offer these programs, in that negative perceptions may affect the workplace, and therefore it is important to understand the limitations of these programs.

Perlow (1995) argues that the new work-family programs focus on “new” ways of working while the organization still rewards the “old” ways of working, stating, *“People who take advantage of these new ways tend to be negatively affected”* (p.228). Perlow (1995) offers three barriers that prevent work family programs or policies from effectively working: 1) to perceive someone as working they must be seen at work; 2) working at the workplace and working extended periods of time leads to a demonstration of commitment; and 3) work is a top priority. We can see that these barriers, or stereotypes, of work culture could counteract the effects of taking leave, working part-time, telecommuting, or working a flexible schedule. Clearly someone choosing an alternative to a full-time schedule would be seen less in the office, and therefore may be perceived as less committed to their work.

Sex-Typing of Task and Perceived Lack of Fit Between Attributes and Job Success

There is evidence that the composition of people in a situation (e.g., a job, performing a task) may affect individual’s perceptions of themselves and

others. The composition may focus on age (Cleveland & Hollmann, 1990; Cleveland, Festa, & Montgomery, 1988; Cleveland & Landy, 1987) or gender (Heilman, 1980; Krefting, Berger, & Wallace, 1978; Shinar, 1975). The sex-typing of a task, that it is the extent to which a task is considered a female or male task, may play a role in how that task is perceived and how people performing that task are perceived (Martinez, 1995; Vancouver & Ilgen, 1989; Lee, 1987). The present study suggests that childcare and eldercare will vary in the degree to which they are sex-typed as female tasks and this in turn will have an effect on how people performing the task will be perceived. That is, the more female a task is considered the less it is valued (Bond & Kemp, 1991). It is suggested that childcare is considered a relatively more feminine task than eldercare and therefore people requesting a leave for childcare will be rated more negatively than those requesting a leave for eldercare. The extent to which eldercare and childcare are considered feminine responsibilities will be determined through a pretesting phase. It is hypothesized that childcare responsibilities will be rated as relatively more feminine than eldercare responsibilities.

Childcare is expected to be considered a more feminine task for a number of reasons. First, is that childcare leave is more traditional for women than eldercare leave. Companies have offered maternity leave, albeit via sick days and disability, for women. But with the onset of the FMLA, leave has now

been extended to eldercare and to men as well (Department of Labor, Commission on Family and Medical Leave, 1996).

It is also suggested that the role of carrying out childcare tasks is a more visibly or salient female task than the role of carrying out eldercare tasks. For example, we are more likely to see a person caring for a child in a public place than for an ill or elderly parent who may be restricted to a home or hospital. Saliency suggests that people use the most readily available stimulus to form a perception (Tversky & Kahneman, 1973). If both tasks, childcare and eldercare, are generally feminine tasks (Horowitz, 1985; Googins & Burden, 1987; Mutschler, 1994), but childcare is more salient or visible as a female task, it may then be hypothesized that childcare tasks will receive greater feminine type ratings than eldercare tasks.

Another basis for the hypothesis that childcare will be perceived as a generally more feminine task than eldercare is based on our perceptions of men. Kaye and Applegate (1990) have suggested that men are perceived to be more nurturing as they age. It is also understood that men caring for the elderly are presumably older than those caring for children, with the average age of male eldercare care givers in two samples of 68 and 61 years (Kaye & Applegate, 1990). That is, caring for one's children is generally an earlier life stage than the need to care for one's parent. Therefore, if men are perceived to be more nurturing as they age and the need to care for elderly parents also comes as we age, it is also likely that people will perceive men at this stage as

more likely to take on the responsibilities of eldercare than childcare. Thus, it is hypothesized that people will perceive eldercare tasks to be less associated with women only and therefore less feminine than childcare.

The final argument for the assumption that childcare tasks will be rated as more feminine than eldercare tasks, is that the FMLA only permits eldercare leave to care for one's own parents (Franks & Zigler, 1996). That is, a person cannot take leave to care for his or her spouse's parent and thus in some situations it can only be a male who can take leave for an elderly parent. Therefore, again based on the notion of saliency (Tversky & Kahneman, 1973), we would be less likely to perceive eldercare as a female only task.

Heilman (1983) states that perceptions of people in their job can be described by the Lack of Fit Model. This model takes into account the perceived attributes of a person and the perceived job requirements. There can be a good fit (a female secretary) or a poor fit (male nurse). The good or poor fit is determined by the number of people with a given attribute (e.g., gender) who work in the job. People may be more likely to enter and remain in a job based on perceptions that they will fit. People are more likely to expect failure if they perceive a lack of fit. That is, decision makers will rate individuals or others more negatively when they perceive an incongruity. If we apply this theory to a task it is likely that a male performing a female task will be viewed more negatively than a female performing the same task because there is less of a fit. Therefore this study hypothesizes that if we take the

premise that childcare is a more feminine task, then men requesting childcare ought to be judged more harshly than women requesting childcare leave and more harshly than either men or women requesting eldercare leave. This leads to a predicted interaction between leave reason and gender: Women overall will be rated more similarly and more positively than men. The difference in leave reason will be more pronounced for men than women with men requesting a leave for childcare being rated more harshly or negatively than men requesting a leave for eldercare.

Occupation Type

Greenfeld, Greiner, and Wood (1980) found differences between women in male-dominated occupations and women in female-dominated occupations. They found support for their first hypothesis which suggested that the age and educational level differed between women in these two groups. Women in male-dominated occupations were found to be both older and more educated. Their second hypothesis, that women in male-dominated occupations are more oriented towards success than women in female-dominated occupations, was only partially supported. They found no support for their third hypothesis, that women in male-dominated occupations would receive more job satisfaction than women in female-dominated occupations. They discuss an interesting implication of their research findings: women in feminine occupations demonstrate no more or no less job satisfaction than women in masculine occupations. Another possibility may relate to balancing work and family.

Perhaps women in female-dominated occupations are more satisfied with their family roles and therefore more satisfied in their work roles (spillover theory). A further potential theory is that women enter female-dominated occupations with the notion that they will have more flexibility and less stress to better enable them to deal with combining work and family issues. It may also be more acceptable for women, and perhaps men, in feminine occupations to make use of work-family programs. The goal of much research, including Greenfield et al. (1980), seems to be to alter or decrease sex segregation in occupations. Perhaps, however, there are advantages to "female" occupations.

This research may suggest that negative stereotypes of those who request an accommodation in the form of family leave, to balance work and family may vary for women and men who occupy different occupations. Therefore, the present study kept the occupation consistent and focused on employees who are in a managerial role. According to the January 1996 Bureau of Labor Statistics, close to 43% of managerial positions are filled by women (personal communications, 1996, Bureau of Labor Statistics). The job of manager is one in which it is expected that work comes before family (Parker & Fagenson, 1994) and therefore may be a position in which traditional views of putting work before family are harder to overcome than other jobs.

Violated Expectations in Employee-Employer Relationship: Impact on Job Attitude and Performance Variables, Fairness, the Organization, and Psychological Contracts

This study considered the effects gender and leave reason had on a number of dependent measures. These measures fell into the following categories. Specific information about the measures can be found in Chapter II.

Perceptions of Job Attitudes and Performance. The present study attempted to show that gender and reason for leave may have an impact on co-workers perceptions of the person requesting a leave. Five measures were used to assess perceptions of job attitudes: perceived organizational commitment, perceived job involvement, perceived intentions to quit, perceptions of future performance, and perceived career commitment. Organizational commitment and psychological contracts have been a focus of previous research (Rousseau & Wade-Benzoni, 1995). Additionally, Allen et al. (1994) developed a scale of perceived organizational commitment that was used in the present study. Although they did not find gender differences they concluded that this may have been due to the use of high performers; the present study will use average performance. As discussed, organizational commitment and psychological contracts have been the focus of previous research as have perceptions of commitment, leave reason, and gender (Allen et al., 1994) Furthermore, violations of the psychological contract has been

linked to job attitudes such as trust in employer, satisfaction, and commitment (Robinson, 1995). Therefore, these types of variables (job attitudes such as organizational commitment and job involvement) were included in the present study.

As stated previously, research indicates that women are perceived as more likely to quit their job for family reasons than men (Rosbin & Korabik, 1990). The present study, however, suggests that men who actually do request a leave for family reasons will be perceived more negatively than women due to gender stereotypes. Therefore a measure of perceived intentions to quit was included.

As the literature review pointed out, eldercare can negatively impact behaviors such as time at work, level of distraction, and level of morale among co-workers (Barling et al., 1994; Hepburn & Barling, 1996; Neal et al., 1991). If co-workers or managers perceive the situation to continue, it may impact their perceptions of how the employee may perform in the future. Thus a measure of future performance was included.

Career commitment was considered by Schwartz (1989) who suggested that men might be hesitant about taking a family leave because their managers might view them as less committed to their career. With this in mind a measure of perceived career commitment was included.

Perceptions of Fairness. The reviewed research suggests that the extent to which individuals view family leave policies as fair may vary. These

perceptions also may differ by gender and leave reason. Three measures fell into the domain of fairness: perceptions of fairness, perceptions of entitlement, and perceptions of the appropriateness of the request. Grover (1991) found a positive relationship between those who view parental leave policies as fair and attitudes towards those who take leave. This study incorporated measures of perceptions of fairness, entitlement, and appropriateness. Measures of entitlement and appropriateness were included to determine the extent to which a co-worker might consider a leave a "perk" or something not offered to all employees.

Effects on the Organization. The present study theorized that the psychological contract or underlying relationship between employer and employee may be violated or changed when an employee requests to leave the organization to care for a family member. Five measures were used to assess effects on the organization: risk, cost, supervisory affect, co-worker affect, and environment. This study hypothesized that employees who request leave may be viewed more or less harshly depending on gender and reason for leave. It is important to consider how these effects impact the organization. If one assumes the organization is holding up its end of the implicit contract, and the employee requesting a leave violates the employer's expectations, it is important to understand what the employer may see as implications to this violation. In other words, to what extent does the employer see the request affecting them. Therefore, measures of risk, cost, and environment were

included. Furthermore, Hyde et al. (1993) showed that fathers anticipate more negative reactions than support from co-workers and supervisors. Thus, measures of co-worker and supervisory affect were included.

Violating the Psychological Contract. The present study considered the effect that requesting a leave has on perceptions of the psychological contract. That is, to what extent do co-workers view that a contract between the employer and employee has been violated? The scale measuring violation of the psychological contract measured the extent to which subjects felt the implicit contract between employer and employee was violated by the employee. Robinson (1995) assessed the extent to which the employee felt the employer violated the psychological contract. She asked participants to rate the degree to which their employer had met seven different obligations such as basing pay on current performance, providing opportunities for promotion and advancement, and providing training. Conversely, the present study considered to what extent the employer (co-worker/manager) perceives the psychological contract to be violated.

Hypotheses

The purpose of this study was to determine the extent to which men and women are perceived differently by others when they request a family leave. The independent variables in this study were: 1) the gender of the person requesting the leave and 2) the reason the leave was requested: either to care for a new baby or an ill parent.

The dependent variables in this study measured the subject's perceptions and attitudes towards the person making the request. The measures fell into the following categories: 1) perceptions of job attitudes and performance, 2) perceptions of fairness, 3) effects on the organization (or co-workers), and 4) violating the psychological contract. Based on the literature reviewed, this 2X2 between-subjects design tested the following hypotheses:

1) A main effect for gender is predicted. Male employees requesting a family leave will receive more negative rating than female employees, regardless of the reason for the leave. Figure 1 depicts this hypothesized effect. A male requesting a family leave, regardless of reason, will be perceived to have lower levels of job attitudes and will be perceived to have a lower level of future performance than a female. Further, subjects will perceive that it is less fair for males to take a leave, regardless of reason, than it is for a female. The effects on the organization will be rated more negatively for a male requesting leave than for a female requesting leave, again, regardless of leave. Finally, a male requesting leave will be perceived as violating the psychological contract between employer and employee to a greater extent than a female requesting leave.

2) A main effect for the family leave reason is predicted. Those making a request for a family leave to care for a new baby will be rated more negatively than those requesting a family leave to care for an elderly parent, regardless of gender. Figure 2 depicts this hypothesized effect. A person requesting leave for childcare, regardless of gender, will be perceived to have lower levels of job attitudes and will be perceived to have a lower level of future performance than a person requesting leave for eldercare. Further, subjects will perceive that it

is less fair for a person requesting a leave for childcare to take a leave, regardless of gender, than it is for a person requesting a leave for eldercare. The effects on the organization will be rated more negatively for a person requesting leave for childcare than for a person requesting leave for eldercare, again, regardless of gender. Finally, a person requesting leave for childcare will be perceived as violating the psychological contract between employer and employee to a greater extent than a person requesting leave for eldercare, regardless of gender.

3) An interaction between gender and family leave reason is predicted. Women overall will be rated more similarly and more positively than men. The difference in leave reason will be more pronounced for men than women with men requesting a leave for childcare being rated more harshly or negatively than men requesting a leave for eldercare. The hypothesized interaction is presented in Figure 3.

CHAPTER II

METHOD

Pretesting

Pretesting methodology, including subject information, procedure and results can be found in Appendix A. Appendices B-F contain materials used and results obtained in the pretesting phase of this study.

Subjects

Stimulus materials and questionnaires were randomly distributed to 633 employees in four organizations. One company is a large northeastern based pharmaceutical company; another a large aerospace/manufacturing conglomerate with locations throughout the US; the third is a utility company located in the midwest, and the fourth is a manufacturing company also located in the midwest. Of the 633 administered questionnaires, 204 were returned and of those, 194 were completed and used in the analyses. This represents an overall response rate of 30.65%.

Of the respondents, 53% are male and 47% female. The average age is 41 with a range of 21 to 62 years. Sixty-seven percent of the respondents are currently in supervisory positions having supervised for an average of 10 years. Of the respondents, 75% are married, 66.5% have children, 8.2% have requested family leave mainly for childcare (81%), 25.8% have had to care for an elderly or ill parent in the past and 67.5% expect to in the future. Respondents mainly hold Human Resource (50%) or Research and

Development (31%) positions. More detail of job function can be found in Table 5.

Power Analysis. Using a power table from Cohen (1988) it was determined in order to achieve power of 75, and assuming an effect size of .25, this study would need 46 subjects per cell. Although this sample size was obtained, the results indicate that the actual effect size is much smaller suggesting that a lower level of power was obtained in the study. With effect sizes closer to .10, an n per cell of over 1000 would be needed to obtain power of 75.

Design

The study was a 2X2 between-subjects design. The main effect for gender, the main effect for leave reason, and the gender by leave reason interaction were considered.

Measures and Stimulus Materials

Independent Variables. There were two independent variables of interest in this study. The first variable was the gender of the employee making the request for a family leave. The second variable was the reason for requesting a family leave: either to care for a new baby or to care for an ill parent.

Subjects read a personnel file that contained a form indicating that the target person requested a leave either for eldercare or childcare. The form was checked for "birth or adoption of a son or daughter" or "to care for an ill parent". The request in both conditions was for a 12 week leave without pay via the FMLA. Gender was manipulated both by the name of the target person and a line indicating gender in the personnel record. Additional information such as position, job description, education, salary, performance ratings, tenure at the bank, age, and marital status were constant. The target person was presented as an assistant bank manager with average performance, 31

years old, white, married, and holding a BS degree in management. Stimulus material and cover letter can be found in Appendix G.

Dependent Variables. All dependent variables were measured on a Likert-type rating scale (e.g., strongly agree to strongly disagree). Tables 6 and 7 contain scale information including alpha coefficients if previously used, number of items, anchors, and number of anchors. The item key and questionnaire are found in Appendix H.

Perceptions of Job Attitudes and Performance. Five measures were used to assess perceptions of job attitudes: perceived organizational commitment, perceived job involvement, perceived intentions to quit, perceptions of future of future performance, and perceptions of career commitment. The perceived organizational commitment scale was taken from Allen et. al. (1994), who reported a coefficient alpha reliability of .77 This scale contained ten items, such as "This employee appears loyal towards the organization." The job involvement scale is a 10 item scale (Kanungo, 1987) with a Cronbach alpha of .75 that was modified to reflect perceptions of job involvement. This scale contained items such as, "Their job is only a small part of who they are."

Perceived intentions to quit was assessed by modifying two items from McFarlane (1985) and creating another item for this study, for example, "This employee often thinks about quitting."

Future performance (Cleveland, Barnes-Farrell, & Huestis, 1995), with a reported reliability of .73, was assessed by a 4 item scale such as, "To what extent do you anticipate performance problems when this employee returns to a full-time schedule?"

The scale measuring career commitment contained five items, for example, "This employee is committed to his/her career as Assistant Branch Manager." This scale was created for this study.

Perceptions of Fairness. Three measures fell into the domain of fairness: perceptions of fairness, perceptions of entitlement, and perceptions of appropriateness of request. Grover (1991) uses a nine item scale with an alpha coefficient of .95. The nine items covered fairness, parental deservingness, and institutional responsibility. The two items assessing fairness and the three items assessing deservingness were modified for this study to create one scale of fairness. An example of an item in this scale is, "Providing leave to employees to care for a new baby (ill parent) is not fair to employees without children (those not caring for an elder)." Perceptions of entitlement and appropriateness (Cleveland, Barnes-Farrell, & Huestis, 1995) have reported reliabilities of .67 and .70 respectively. Perceptions of entitlement was assessed using a three item scale, such as, "I believe this employee is entitled to the family leave he/she requested." Perceptions of the appropriateness of the request was assessed with a three item scale, for example, "The family leave that the employee has requested is reasonable."

Effects on the Organization. Five measures were used to assess effects on the organization: risk, cost, supervisory affect, co-worker affect, and environment (Cleveland, Barnes-Farrell, & Huestis, 1995). Risk, with a reported reliability of .58, was assessed using a two item scale such as, "How certain are you that this employee can meet the performance standards of the job?" Cost, with a reported reliability of .82, was measured by a three item scale including items such as, "The family leave that the employee has requested will be costly to the organization." Supervisory affect, with a reported reliability of .72, was determined with a six item scale, for example, "I

would be comfortable supervising this individual on the job.” Co-worker affect, with a reported reliability of .88, was assessed using a 5 item scale with items such as, “Granting the request of this employee for a family leave is likely to lead to hard feelings among other co-workers.” Finally, environment, with a reported reliability of .57, was measured by a three item scale, for example, “I believe that in most organizations it is highly likely that the family leave that this employee has requested would be granted.”

Violating the Psychological Contract. A scale was created to assess violations of psychological contract from the employer's perspective. This five item scale contained items such as, “Does the employee meet the expectations of his/her employer.”

Manipulation Check. Three items were created to determine the extent to which The tasks associated with each leave reason is considered more feminine or masculine. Two items were created to assess the performance level of the target person.

Procedure

The subjects were asked to read a personnel file describing an employee of a bank. The description included information about this employee in the form of a personnel record. Information such as name, gender, age, race, marital status, title, location, job description, education, salary, employment history and performance and salary history were provided. The personnel records varied by gender and name only. The subjects were also asked to read the latest written performance assessment for the employee. Again the only variation was the employee's name. The performance review reflected “satisfactory” or average performance as demonstrated in the study. Also included was a Family and Medical Leave Request Form, showing the person requested a leave to either 1) care for a new baby, or 2) to care for an

ill parent. After reading all the information the subject was asked to respond to a number of questions about the employee as well as descriptive questions about him or herself. Subjects were asked to return the completed questionnaire to the researcher in a pre-addressed stamped envelope. If the subject chose not to participate they were asked to rerun the unused questionnaire in the same manner. An executive summary, outlining the research, procedure and key findings was sent to representatives from each of the four participating companies. This summary can be found in Appendix I.

CHAPTER III

RESULTS

Overview of Analysis

As described in the dependent variable section, the measures were grouped into four categories which were predetermined based on the similarity of measures. Specifically the measures relating to perceptions of the person's work attitudes and performance were grouped together; the measures relating to the fairness of a family leave were grouped together; the measures relating to the effects a leave might have on the organization or people in the organization, were grouped together; and finally the measures relating to how a family leave might violate the psychological contract between employer and employee were grouped together. In order to understand the relationship between the independent and dependent variables a number of analyses were conducted. First obtained were the means, standard deviations, intercorrelations, and reliability estimates for each of the fourteen measures. Based on these coefficients, scales were either modified or retained. Second, an analysis of the manipulation check items was conducted to determine the extent to which results obtained replicated those found in the pretesting phase. Third, a MANOVA was conducted for each of the four groups of dependent measures telling us if there is any relationship between the independent variables and each group of measures. Where appropriate univariate tests followed.

Reliability

Scale items were combined in order to form a total score for each measure. The reliability estimates for each measure can be found in Table 8. The reliability coefficients ranged from .39 (entitlement) to .86 (perceived intentions to quit). Due to the low reliability coefficient for entitlement, the items in this scale were used individually in the multivariate analysis. A low reliability was also found for Violating the Psychological Contract (.57). However once one of the items was dropped from this scale its reliability became .72, based on the remaining four items. The item is # 14 in section II of the questionnaire. This item was retained and considered individually in the multivariate analysis. A low reliability was also found for the appropriateness measure (.37). Also in this case once one item was dropped (# 5 in section II) the reliability became .70, based on the remaining 2 items. This item was therefore dropped from the scale, however it was not retained to consider individually because responses to it indicated the item was confusing to subjects. Most of the reliability estimates nearly replicated or exceeded past finding.

Manipulation Check

Sex-Typing of Task. Three items on the questionnaire were created to assess the extent to which each of the two leave reasons is more or less feminine or masculine as was done in the pretesting phase. These three items were combined to create one scale (reliability $\alpha = .75$). There was a significant difference between groups rating eldercare and childcare, $t_{(192)} = 4.186$, $p = .000$. On a 7 point scale with 1 being more feminine and 7 being more masculine, subjects rated childcare responsibilities as being more feminine (mean = 2.89) than eldercare responsibilities (mean = 2.42). These results replicated the results found in the pretesting.

Performance Level of Target Person. Multivariate analysis of variance (MANOVA) results indicate the target person's performance was not viewed differently by subjects across the four conditions. Two items were used to assess this manipulation check (items 4 and 5 in section V). The main effect for reason for leave was not significant, $F(2,189)=.007$, $p=.993$. The main effect for gender of target person was not significant, $F(2,189)=1.602$, $p=.204$. The interaction between leave reason and gender of target was not significant, $F(2,189)=.272$, $p=.762$. Further, the mean rating of "this person's overall performance" was 3.5 indicating "satisfactory" performance. In rating "how this person's current performance level compares to others in a similar job" the mean rating was 3.7 or "about the same". The means for these two items across the four conditions can be found in Table 9. These results replicated the findings of the pretesting indicating that the target person's performance is viewed as satisfactory and average when compared with others in similar jobs. Furthermore, as hoped, there was not a significant difference in ratings across the four conditions indicating all subject perceived the performance level the same.

Descriptive Statistics

The means and standard deviations for the measures can be found in Tables 10-16. Table 10 contains the means and standard deviations averaged across all four conditions. Table 11 contains the means and standard deviations broken down by reason for leave and Table 12 contains the means and standard deviations broken down by target gender. Tables 13-16 contain means for each of the 4 conditions in this study. All items are on a 7-point scale and were scored such that 7 is the more positive rating and 1 is the more negative rating. Table 17 contains simple correlations among the dependent measures.

Multivariate Tests

In order to understand the relationship between the two independent variables and the dependent variables a series of multivariate tests were conducted. The dependent measures are grouped into four categories and for each group a multivariate analysis of variance was performed. The four groupings were generally supported by the intercorrelations among measures. Table 18 contains a summary of the results described in this section.

Perceptions of Job Attitudes and Performance. A multivariate analysis of variance (MANOVA) was conducted to understand the relationship between the independent variables (reason for leave and target gender) and the dependent measures perceived organizational commitment, perceived job involvement, perceived intentions to quit, perceptions of future performance, and perceptions of career commitment. The multivariate F-test was not significant for leave reason, $F(5,181) = 1.591$, $p = .165$, eta squared = .042. The multivariate F-test was not significant for target gender $F(5,181) = .298$, $p = .913$, eta squared = .008. The multivariate F-test was not significant for the interaction between leave reason and target gender, $F(5,181) = .103$, $p = .991$, eta squared = .003.

Perceptions of Fairness. A multivariate analysis of variance (MANOVA) was conducted to understand the relationship between the independent variables (reason for leave and target gender) and the dependent measures perceptions of fairness, perceptions of appropriateness, and the 3 individual entitlement items. The multivariate F-test was significant for leave reason, $F(5,185) = 3.71$, $p = .003$, eta squared = .091. The multivariate F-test was marginally significant for target gender $F(5,185) = 1.941$, $p = .090$, eta squared = .05. The multivariate F-test was not significant for the interaction between leave reason and target gender, $F(5,185) = 1.285$, $p = .272$, eta squared =

.034. Univariate F-tests were subsequently conducted and are described below.

Effects on the Organization. A multivariate analysis of variance (MANOVA) was conducted to understand the relationship between the independent variables (reason for leave and target gender) and the dependent measures risk, cost, supervisory affect, co-worker affect, and environment. The multivariate F-test was not significant leave reason, $F(5,185) = .314$, $p = .904$, eta squared = .008. The multivariate F-test was not significant for target gender, $F(5,185) = .348$, $p = .883$, eta squared = .009. The multivariate F-test was not significant for the interaction between leave reason and target gender, $F(5,185) = .966$, $p = .440$, eta squared = .025.

Violating the Psychological Contract. A multivariate analysis of variance (MANOVA) was conducted to understand the relationship between the independent variables (reason for leave and target gender) and the dependent measures violating the psychological contract and one individual item asking whether taking family leave to care for an ill parent (new baby) puts an additional burden on the employer. The multivariate F-test was not significant leave reason, $F(2,188) = 1.258$, $p = .287$, eta squared = .013. The multivariate F-test was not significant for target gender, $F(2,188) = .453$, $p = .637$, eta squared = .005. The multivariate F-test was not significant for the interaction between leave reason and target gender, $F(2,188) = .368$, $p = .693$, eta squared = .004.

Univariate Tests

Fairness. Univariate F-tests were conducted for each of the five measures in the fairness category. A summary of these results can be found in Table 19.

Perceptions of Appropriateness. There was a significant target gender effect for perceptions of appropriateness, $F(1,190) = 4.337$, $p = .039$, eta squared = .022. This indicates that 2% of the variance in perceptions of appropriateness is accounted for by target gender. As predicted, the male target, regardless of leave reason, was rated as lower in appropriateness (mean = 5.99) compared to the female target (mean = 6.32).

Entitlement (item #1). There was a marginally significant target gender effect for the first entitlement item, $F(1,190) = 2.736$, $p = .100$, eta squared = .014. This indicates that 1.4% of the variance in this item is accounted for by target gender. As predicted, the male target, regardless of leave reason, was rated as less entitled to family leave (mean = 6.36) than the female target (mean = 6.61).

Entitlement (item #3). There was a significant target gender effect for the third entitlement item, $F(1,189) = 6.215$, $p = .014$, eta squared = .032. This indicates that 3.2% of the variance in this item is accounted for by target gender. As predicted, the male target, regardless of leave reason, was rated as taking a leave primarily for his own convenience to a greater extent (mean = 4.60) than the female target (mean = 5.20).

There was a significant reason for leave effect for the third entitlement item, $F(1,189) = 15.673$, $p = .000$, eta squared = .077. This indicates that 7.7% of the variance in this item is accounted for by the reason for leave. As predicted, the person requesting leave for childcare, regardless of gender was rated as taking a leave primarily for their own convenience to a greater extent (mean = 4.46) than the person requesting leave for eldercare (mean = 5.42).

Covariate Analysis: Subject Gender and Fairness

In order to determine if the effects for fairness are maintained after controlling for subject gender a covariate analysis was performed for this

category. A multivariate analysis of covariance (MANCOVA) was conducted using subject gender as the covariate and the five dependent measures in the fairness category (perceptions of fairness, perceptions of appropriateness and the three entitlement items). The results of the MANCOVA are reported in Table 20.

Multivariate Analysis of Covariance. The results of the MANCOVA were consistent with the findings already described indicating that there a relationship between the independent measures and fairness remains when controlling for the effect of subject gender. The multivariate F-test was marginally significant for the covariate, subject gender, $F(5, 184) = 2.126$, $p = .064$, eta squared = .055. The multivariate F-test was significant for leave reason, $F(5, 184) = 3.809$, $p = .003$, eta squared = .094. The multivariate F-test was marginally significant for target gender, $F(5, 184) = 2.085$, $p = .069$, eta squared = .054. The multivariate F-test was not significant for the interaction between leave reason and target gender, $F(5, 184) = 1.423$, $p = .218$, eta squared = .037.

Univariate Analysis of Covariance. Analysis of Covariance (ANCOVA) determined that the relationship between the independent variables and the measures in the fairness category were maintained when controlling for the effects of subject gender. The results of this analysis are found in Table 21. The significant results were as follows.

Perceptions of Appropriateness. There was a significant effect for the covariate, gender of subject, $F(1, 189) = 3.670$, $p = .057$, eta squared = .019. Controlling for the subject gender effect a target gender effect was maintained, $F(1, 189) = 4.590$, $p = .033$, eta squared = .024. The male target, regardless of leave, was rated as less appropriate (mean = 5.99) than the female target (mean = 6.32) when controlling for gender of subject.

Entitlement (item #1). Controlling for the subject gender effect a marginally significant target gender effect was maintained, $F(1, 189) = 2.823$, $p = .095$, **eta squared** = .015. The male target, regardless of leave, was rated less favorably (mean = 6.36) than the female target (mean = 6.61) when controlling for gender of subject.

Entitlement (item #3). There was a significant effect for the covariate, gender of subject, $F(1, 188) = 5.007$, $p = .026$, **eta squared** = .026. Controlling for the subject gender effect a target gender effect was maintained, $F(1, 188) = 6.684$, $p = .010$, **eta squared** = .034. The male target, regardless of leave, was rated less favorably (mean = 4.60) than the female target (mean = 5.20) when controlling for gender of subject.

Controlling for the subject gender effect a leave reason effect was maintained, $F(1, 188) = 16.042$, $p = .000$, **eta squared** = .079. the person requesting leave for childcare, regardless of gender was rated less favorably (mean = 4.46) than the person requesting leave for eldercare (mean = 5.42) when controlling for gender of subject.

Additional Analysis: Subject Gender

Although no hypotheses for subject gender were generated as part of the scope of this study, additional analyses were conducted with this variable in an exploratory fashion. Means and standard deviations for each dependent variable by subject gender are found in Appendix J.

Multivariate Tests. Subject gender was added to the model and a three-way MANOVA was conducted for each of the four dependent variable categories as described previously. Significant and nonsignificant multivariate results are found in Appendix K. Significant results and statistics follow.

Perceptions of Job Attitudes and Performance. A multivariate analysis of variance was conducted to understand the relationship between three

independent variables (target gender, leave reason, and subject gender) and the 5 dependent measures in this category: perceived organizational commitment, perceived job involvement, perceived intentions to quit, perceptions of future performance, and perceptions of career commitment. The multivariate F-test was marginally significant for subject gender, $F(5,177) = 2.052$, $p = .074$, eta squared = .055. No other main effects nor interactions were significant. Univariate F-tests were subsequently conducted and are described under the univariate analysis section.

Perceptions of Fairness. A multivariate analysis of variance was conducted to understand the relationship between three independent variables (target gender, leave reason, and subject gender) and the 5 dependent measures in this category: perceptions of fairness, perceptions of appropriateness, and the three individual entitlement items. The multivariate F-test was marginally significant for target gender, $F(5,181) = 1.962$, $p = .086$, eta squared = .051. The multivariate F-test was significant for leave reason, $F(5, 181) = 4.077$, $p = .002$, eta squared = .101. The multivariate F-test was also significant for subject gender, $F(5,181) = 2.347$, $p = .043$, eta squared = .061. Additionally there was a marginally significant target gender by subject gender interaction, $F(5, 181) = 2.167$, $p = .060$, eta squared = .056. Univariate F-tests were subsequently conducted and are described below.

Effects on the Organization. A multivariate analysis of variance was conducted to understand the relationship between three independent variables (target gender, leave reason, and subject gender) and the 5 dependent measures in this category: risk, cost, supervisory affect, co-worker affect, and environment. The multivariate F-test was significant for subject gender, $F(5,181) = 2.418$, $p = .038$, eta squared = .063. No other main effects nor

interactions were significant. Univariate F-tests were subsequently conducted and are described below.

Violating the Psychological Contract. A multivariate analysis of variance was conducted to understand the relationship between three independent variables (target gender, leave reason, and subject gender) and the 2 dependent measures in this category: violating the psychological contract and the one individual item asking whether taking family leave to care for an ill parent (new baby) puts an additional burden on the employer. The multivariate F-test was significant for subject gender, $F(2, 184) = 4.469$, $p = .013$, eta squared = .046. No other main effects nor interactions were significant. Univariate F-tests were subsequently conducted and are described below.

Univariate Tests. All significant and nonsignificant univariate F-test results are found in Appendix L. Significant results and statistics follow.

Perceived Organizational Commitment. There was a significant subject gender effect for perceived organizational commitment, $F(1, 186) = 6.807$, $p = .010$, eta squared = .035. This indicates that 3.5% of the variance in perceived organizational commitment is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived the target to be more committed (mean = 4.30) than male subjects (mean = 4.10).

Perceived Job Involvement. There was a significant leave reason effect for perceived job involvement, $F(1, 183) = 5.069$, $p = .026$, eta squared = .027. This indicates that 2.7% of the variance in perceived job involvement is accounted for by leave reason. As predicted, the target requesting leave for childcare, regardless of target gender and subject gender, were perceived as less involved in the job (mean = 3.29) than the target requesting leave for eldercare (mean = 3.54).

Perceived Intentions to Quit. There was a significant leave reason by subject gender effect for perceived intentions to quit, $F(1, 186) = 6.710$, $p = .010$, **eta squared** = .035. This indicates that 3.5% of the variance in perceived intentions to quit is accounted for by the interaction between leave reason and subject gender. A diagram for this interaction is found in Appendix L. Male subjects indicated that the target requesting leave for childcare was more likely to quit (mean = 4.35) than the target requesting leave for eldercare (mean = 4.57); whereas female subjects indicated that the target requesting leave for eldercare was more likely to quit (mean = 4.38) than the target requesting leave for childcare (mean = 4.86).

Perceptions of Future Performance. There was a marginally significant subject gender effect for perceptions of future performance, $F(1, 184) = 3.005$, $p = .085$, **eta squared** = .016. This indicates that only 1.6% of the variance in perceptions of future performance is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived the target's future performance to be more positive (mean = 4.62) than the rating given by male subjects (mean = 4.39). The low eta squared indicates that although significant this difference is extremely small and therefore may have little meaning and application.

Perceived Career Commitment. There was a marginally significant subject gender effect for perceptions of career commitment, $F(1, 186) = 3.080$, $p = .081$, **eta squared** = .016. This indicates that only 1.6% of the variance in perceptions of career commitment is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived the target to be more committed to their career (mean = 4.33) than male subjects (mean = 4.10). Again, the low eta squared indicates that although significant this

difference is extremely small and therefore may have little meaning and application.

Perceptions of Fairness. There was a significant subject gender effect for perceptions of fairness, $F(1, 186) = 3.698$, $p = .056$, eta squared = .019. This indicates that only 1.9% of the variance in perceptions of fairness is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived the target's request for leave to be more fair (mean = 5.98) than the rating given by male subjects (mean = 5.69). The low eta squared indicates once again that although significant this difference is extremely low and therefore may have little meaning and little application.

Perceptions of Appropriateness. There was a significant target gender effect for perceptions of appropriateness, $F(1, 186) = 4.692$, $p = .032$, eta squared = .025. This indicates that 2.5% of the variance in perceptions of appropriateness is accounted for by target gender. As predicted, taking a leave, regardless of reason, was perceived as more appropriate for the female target (mean = 6.32) than the male target (mean = 5.99). This was consistent with the findings in the primary analysis of the study. There was also a marginally significant subject gender effect, $F(1, 186) = 3.324$, $p = .070$, eta squared .018. This indicates that only 1.8% of the variance in perceptions of appropriateness is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived taking a leave as more appropriate (mean = 6.32) than did male subjects (mean = 6.03).

Entitlement (Item #1). There was a marginally significant target gender effect for the first entitlement item, $F(1, 186) = 2.934$, $p = .088$, eta squared = .016. This indicates that only 1.6% of the variance in this item is accounted for by target gender. The male target, regardless of leave reason and subject

gender, was rated less favorably (mean = 6.36) than the female target (mean = 6.61). This was consistent with the findings in the main analysis of the study.

Entitlement (Item #3). There was a significant target gender effect for the third entitlement item, $F(1, 185) = 6.092, p = .014, \eta^2 = .032$. This indicates that 3.2% of the variance in this item is accounted for by target gender. The male target, regardless of leave reason and subject gender, was rated less favorably (mean = 4.60) than the female target (mean = 5.20). This was consistent with the findings in the primary analysis of the study.

There was a significant leave reason effect for the third entitlement item, $F(1, 185) = 17.115, p = .000, \eta^2 = .085$. This indicates that 8.5% of the variance in this item is accounted for by reason for leave. As predicated, the person requesting leave for childcare, regardless of target gender and subject gender, was rated less favorably (mean = 4.46) than the person requesting leave for eldercare (mean = 5.42). This was consistent with the findings in the primary analysis of the study.

There was a significant subject gender effect for the third entitlement item, $F(1, 185) = 6.061, p = .015, \eta^2 = .032$. This indicates that 3.2% of the variance in this item is accounted for by subject gender. female subjects, regardless of leave reason and target gender, provided more favorable ratings (mean = 5.22) than did male subjects (mean = 4.68).

There was also a significant target gender by subject gender interaction, $F(1, 185) = 4.182, p = .042, \eta^2 = .022$. This indicates that 2.2% of the variance in this item is accounted for by the interaction between target gender and subject gender. A diagram of this interaction is found in Appendix M. As described above there were main effects for both subject gender and target gender in that the female target was rated more favorably (more entitled to leave) than the male target and female subjects provided more favorable

ratings than the male subjects. Additionally, male subjects rated the male target the least favorably (mean = 4.07) while the female subjects rated the female target the most positively (mean = 5.27). There was less of a difference in how female subjects rated both the female target (mean = 5.27) and the male target (mean = 5.16) and more of a difference in how male subjects rated the female target (mean = 5.14) and the male target (mean = 4.07).

Risk. There was a significant subject gender effect for risk, $F(1, 185) = 4.273$, $p = .040$, eta squared = .023. This indicates that 2.3% of the variance in risk is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived less risk (mean = 4.91) than did male subjects (mean = 4.57).

Cost. There was a significant subject gender effect for cost, $F(1, 186) = 6.219$, $p = .014$, eta squared = .032. This indicates that 3.2% of the variance in cost is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, perceived less cost (mean = 3.93) than did male subjects (mean = 3.52).

Co-Worker Affect. There was a significant subject gender effect for co-worker affect, $F(1, 186) = 6.672$, $p = .011$, eta squared = .035. This indicates that 3.5% of the variance in co-worker affect is accounted for by subject gender. Female subjects, regardless of leave reason and target gender, gave more positive rating of co-worker affect (mean = 5.18) than did male subjects (mean = 4.77).

Violating the Psychological Contract - Item #4. There was a significant subject gender effect for the fourth item in violating the psychological contract, $F(1, 186) = 7.018$, $p = .009$, eta squared = .036. This indicates that 3.6% of the variance in this item is accounted for by subject gender. Female subjects,

regardless of leave reason and target gender, provided more favorable ratings (mean = 3.66) than did male subjects (mean = 3.06).

CHAPTER IV

DISCUSSION

Discussion of Hypotheses

Main Effect for Target Gender. The first hypothesis, which predicted a main effect for gender in which the male target would be rated less favorably than females was supported in only one category of dependent measures. There was a significant difference in how the male and female target were perceived with regard to fairness with the male target being perceived more negatively than the female target. Subjects indicated that it is more fair for a female to request leave than for a male. All differences were in the predicted direction thus supporting the hypothesis.

Specifically, the respondents indicated that it is more appropriate or reasonable for a female (mean = 6.32) to take a leave than a male (mean = 5.99). However, both of these ratings are positive suggesting that although there is a difference in perceptions by target gender it is generally viewed as reasonable for people to request a family leave. Secondly, the male target was perceived to be taking family leave for his own convenience (mean = 4.60) to a greater extent than the female target (mean = 5.20). Thirdly, although only marginally significant ($p=.10$), it was found that subjects felt the male target (mean = 6.36) was less entitled to the family leave than the female target

(mean = 6.61). Again, both ratings were very positive on the 1-7 scale indicating that although there may be some difference in how men and women are perceived it is generally viewed that both are entitled to family leave.

No significant differences were found between the male and female targets in terms of perceptions of their job attitudes and future performance. Male and female targets, regardless of leave reason, were perceived to have the same level of organizational commitment, job involvement, intentions to quit, future performance level, and career commitment. The means by target gender were relatively consistent across the five job attitudes with all being fairly close to the midpoint (3.5). The means ranged from the most negative, job involvement (mean = 3.41 for both male and female targets) to the most positive, intentions to quit (mean = 4.46 for the male target and mean = 4.50 for the female target).

No significant differences were found between the male and female targets in terms of effects on the organization. Male and female targets, regardless of leave reason, were perceived to have the same amount of risk and cost to the organization, received the same levels of supervisory and co-worker affect, and the environment in which they are granted leave was rated similarly. On average, the cost to the organization was low (mean = 3.78 for the male target and mean = 3.66 for the female target) especially compared to ratings of perceptions of supervisory affect (mean = 5.34 for the male target and mean = 5.23 for the female target).

Finally, no significant differences were found between the male and female targets when considering the extent to which a family leave violates the psychological contract held between employer and employee. Subject ratings of perceived burden of leave was low (mean = 3.33 for the male target and mean = 3.35 for the female target) when compared with ratings of violating the psychological contract (mean = 5.70 for the male target and mean = 5.57 for the female target). This is discussed in more detail below.

Main Effect for Leave Reason. The second hypothesis, which predicted a main effect for leave reason in which those requesting leave for childcare would be rated less favorably than those requesting leave for eldercare, was supported by only one measure. Those requesting leave for childcare, regardless of gender were perceived as more likely to be doing so for their own convenience when compared to those requesting leave for eldercare (mean = 5.42 for eldercare and mean = 4.46 for childcare).

No significant differences were found between a request for eldercare leave and childcare leave in terms of perceptions of their job attitudes and future performance. That is, those making a request for childcare leave or eldercare leave, regardless of gender, were perceived to have the same level of organizational commitment, job involvement, intentions to quit, future performance level, and career commitment. On average, ratings of perceptions of job involvement were neutral and the least favorable in this category (mean = 3.54 for eldercare and mean = 3.29 for childcare). Ratings of perceptions of

intentions to quit were more favorable for childcare (mean = 4.59) and ratings of perceptions of future performance were more favorable for eldercare (mean = 4.58).

No significant differences were found between a request for eldercare leave and childcare leave in terms of effects on the organization. Those making a request for childcare leave or eldercare leave, regardless of gender, were perceived to have the same amount of risk and cost to the organization, received the same levels of supervisory and co-worker affect, and the environment in which they are granted leave was rated similarly. The least favorable ratings by leave reason were found for cost to the organization (mean = 3.66 for eldercare and mean = 3.77 for childcare) and the most favorable were for supervisory affect (mean = 5.33 for eldercare and mean = 5.23 for childcare). Although respondents recognize there would be some cost to the organization when an employee requests a leave, they indicate they would feel comfortable supervising an individual who has requested family leave.

Finally, no significant differences were found between a request for eldercare leave and childcare leave when considering the extent to which a request for family leave violates the psychological contract held between employer and employee. Again, the burden placed on the employer received the lower rating (mean = 3.27 for eldercare and mean = 3.40 for childcare) while the overall measure of violating the psychological contract received a more positive rating (mean = 5.73 for eldercare and mean = 5.53 for childcare).

Interaction. The third hypothesis, which predicted an interaction between target gender and leave reason, was not supported. This nonsignificant interaction implies that where there are target gender effects, they do not vary by leave reason. Likewise the one leave reason effect found does not vary by target gender.

Means. Across all conditions, the subjects responded most favorably to items assessing entitlement and appropriateness of taking a family leave. Clearly, regardless of gender or leave reason respondents are supportive of family leave in the sense they feel it is a reasonable and appropriate request to which one is entitled. These mean ratings were above a 6.0 on a 7.0 scale indicating very favorable responses. This said, however, the lowest rating indicated that respondents recognize that a burden may be placed on the employer when an employee takes a leave (overall mean = 3.34). As discussed below, the nature of this burden might be considered in future research.

Effect Sizes. As indicated in the previous chapter, the effect sizes found in the present study are small. This indicates, that although some significant differences were found the impact of these differences is potentially inconsequential; very little variance in the dependent measures can be explained by the independent variables. Leave reason accounted for the highest amount of variance (7.7%) in the extent to which a leave is considered to be for someone's own convenience.

Implications of Study

It is in the area of fairness that the only differences between men and women requesting a leave were found. This suggests that although family leave under the Family and Medical Leave Act is available to both men and women there may be some concern that men are not as entitled to this type of leave as women. The levels of entitlement were however quite positive indicating, that in general, family leave is considered a fair and reasonable request which one is entitled to take. Grover (1991) found a positive relationship between those who view parental leave as fair and attitudes towards those who take leave. This study suggests that perceptions of fairness may vary by the gender of the person making the request and to some extent reason for leave.

This finding certainly has implications for those working in organizations trying to promote family leave. There perhaps needs to be work done via awareness and sensitivity training that men are just as entitled to family leave as are women.

Although a main effect for target gender was predicted for job attitudes and future performance, this was not found. Allen et al. (1994) also did not find gender effects for perceived organizational commitment and attributed it to using high performing employees. The present study looked at gender effects using an average performer and still did not find gender differences in terms of perceived organizational commitment. This may suggest that gender

differences are not present regardless of performance level. This however does not answer the question of whether there would be differences in perceptions of a person taking leave based on performance level; this ought to be considered in future research.

The mean level of perceived organizational commitment in the present study was close to the midpoint (mean = 4.19 across all conditions). Similarly, Allen et al. (1994) found the level of perceived organizational commitment to be close to the midpoint (mean = 3.36, scale 1 to 5 where five is the positive response). This suggests that not only were gender differences nonexistent for this measure, but there are perhaps similar levels of perceived organizational commitment of a person taking a leave, regardless of performance level.

Rosbin and Korbiak (1990) suggest that women are more likely to quit their job for family reasons than men. It was hypothesized in the present study though that men who actually do request a family leave would be *perceived* as more likely to quit due to gender stereotypes, however this was not found. Men and women requesting leave for either childcare or eldercare were viewed similarly in terms of their intentions to quit.

Hyde et al. (1993) showed that fathers anticipate more negative reactions than support from co-workers and supervisors for taking a leave for a month or longer. The present study showed that men receive no more or less negative reactions than women, regardless of leave reason. Although there may be perceptions that men are not as entitled to family leave, or it is less

appropriate for them to take a leave, they are not judged differently in terms of supervisory or co-worker affect. That is, there were no differences in how men and women were viewed in terms of the comfort level of supervising them and disruption to the work group.

The theories of psychological contracts suggest that if employees do not hold up their end of the bargain in their relationship with the organization, they may violate the employer's expectations of them. It is reasonable to predict that requesting a family leave may violate an employer's expectations of an employee. This study found no differences in terms of effects on the organization such as risk and cost, across target gender and leave reason. Nor were differences found in terms of perceptions that the person requesting a leave was violating a contract between employer and employee.

The four items that made up the measure for violating the psychological contract focused on concerns such as will the employee return to work after taking leave, and will they perform at an acceptable level after doing so. This scale received a fairly positive mean rating of 5.63 (with 7.0 being positive). However, when asked if taking a family leave puts an additional burden on the employer (item #4 considered individually in this category) respondents were less positive (mean = 3.34 across all four conditions). This suggests that although respondents feel the employee will return and perform at his or her current level of performance, it was recognized that the employer may feel the burden of the employees' absence.

An interesting and very strong correlation between perceptions of future performance and risk is perhaps suggestive ($r = .713$, $p \leq .01$). This correlation indicates that more positive perceptions of future performance correlate positively with lower levels of risk associated with a family leave; the higher the perceptions of future performance are, the lower the risk associated with the family leave. This may have implications for organizations when considering perceptions of workers at different performance levels and should be considered more thoroughly in future research.

Strengths and Limitations of Study

A primary strength of this study is the subject pool used. The subjects are all from real world settings as opposed to a laboratory setting. This provides higher level of generalizability of the results to a wider range of workers than if the study was conducted using psychology students or another student pool. The subjects bring a real world perspective by potentially having requested a family leave or potentially working with colleagues who request a family leave; over half of the subjects have children (66.5%) and 67.5% expect to care for an elderly parent in the future. Additionally, not only are the subjects from real world settings, various organizations were used. Although differences between organizations were not analyzed because of greatly varying sample sizes and not enough power, the subject pool is diverse in terms of the industry in which they work.

Another strength of this study is the strong reliabilities found for the majority of measures. Furthermore, reliabilities found in previous research were replicated which is important both in terms of interpreting the results of this study and for future research. Additionally, three new scales were developed, all receiving strong reliability coefficients.

Another strength of the study is that the main study replicated the findings of the pretesting. The stimulus materials successfully presented a worker with average performance. Further, childcare responsibilities were viewed as a more feminine than eldercare responsibilities in both the pretesting phase and by subjects in the main study. That is, the consistency of findings is a strength; throughout both the pretesting and the main study childcare responsibilities were viewed as relatively more feminine than eldercare responsibilities.

This study is also limited in a number of ways. It is likely that the lack of significant effects detected was due in part to limited power; a small sample size. The effect sizes obtained when there was a significant effect were low, ranging from .014 to .077 in the univariate tests. This indicates that even where there are differences they are very small and therefore potentially meaningless. Further this indicates that if a larger sample was obtained and additional significant effects were found it is likely their effect size would also be small.

Another limitation is the lack of a control group. Although we have learned that there are few differences between how men and women are perceived when requesting either a leave for eldercare or childcare, we do not know how employees requesting a family leave might compare to an employee not requesting a leave at all. Although most of the measures focus on the leave itself and would not be interpretable when applied to a person not requesting leave, others might be applicable such as measures of perceived job attitudes.

Although the subject pool was described as a strength of this study it may also be a limitation. Human resource professionals accounted for 50% of the subject pool. It may be the case that these individuals are more aware of gender differences and leave reasons and therefore careful not to convey biases. Further, the organizations that agreed to participate in this study may have a culture more amenable to family leave and may be doing work to promote the positive virtues of family leave. It is unlikely an organization that is not interested in supporting family leave would have participated in a study of this nature.

A final limitation of this study is the nature of the stimulus material. Although portions of the materials were pretested and it represented a reasonable scenario, it was not a "real person". Thus, the perceptions formed of this target person may not be the same as those a supervisor or peer may have of his or her co-worker. For example, workers may develop empathy for a

co-worker in need of family leave more so than for an imaginary, made-up person. Personal feelings about a colleague, either positive or negative, may impact perceptions about that person when requesting family leave. Additional information that was not contained in the scenario such as personality factors, hobbies and interests, or ability to get along with others may also impact perceptions.

Considerations for Future Research

Future research focusing on the same variables would want to obtain larger sample sizes and present a real target person. It is suggested that perceptions of people actually taking family leave be measured although it may be unlikely an organization would release this type of data. In the present study, stimulus materials conveyed a person "requesting" a family leave. It might be interesting to see how the results would compare when the target person actually takes a leave. People rating a target person, as in the present study, may be biased by social desirability which might be harder to cover up when measures of a real person are collected. Further, there may have not been enough information provided to subjects for them to make judgments of the target person.

Another interesting avenue would be to consider other conditions or contexts under which perceptions may vary. One example would be to consider the extent to which perceptions of men and women, or leave reason, vary in different jobs. Hendrix (1995) found that feminine occupations have

less work-family conflict associated with them than masculine occupations suggesting it is possible that women self-select into feminine careers because they perceive these careers will be more amenable to managing both work and family. The present study considered one occupation, that of a bank manager, and found few differences across target gender and leave reason. It is possible that differences may occur in varying occupations. Although White, Kruczek, Brown, and White (1989) provided evidence that a bank manager is perceived to be a generally masculine position (mean = 3.14; scale 1 to 7 in which 1 is masculine and 7 is feminine), it is possible that an interaction between target gender and the gender-type of a job may detect differences in perceptions.

Another area of interest would be to research the extent to which the results hold up in different organizational cultures when it comes to supporting family leave. Although large organizations are required by law to provide family leave to employees it is likely the degree of support offered to employees who take a leave varies by organization.

If mandatory paid family leave becomes a reality in the United States it will be interesting to understand how the results of this study compare. Paid family leave may alter perceptions of fairness, perceptions of the impact on the organization, and contract between employer and employee, as others may see paid leave as more of a perk for employees taking family leave.

Finally it would be interesting to pursue further the underlying implications of violating a psychological contract from an employer's point of view when requesting a family leave. Again, since there was not a control group for this study it is unknown how those requesting leave compare to those who do not take a family leave.

The lowest rating provided across all conditions was the extent to which taking a family leave puts an additional burden on the employer. Further this item correlated positively with the cost measure ($r = .545$, $p \leq .01$) indicating that the greater the perceived cost the greater the perceived burden of the leave on the employer. The nature of this burden is unclear and needs further exploration.

Future Research Related to Exploratory Variable: Subject Gender. The exploratory analysis on subject gender found that in all cases where there were subject gender differences, female subjects provided more positive ratings than male subjects. Specifically, female subjects provided more positive ratings of perceived organizational commitment, perceptions of future performance, perceived career commitment, perceptions of fairness, perceptions of appropriateness, perceptions of convenience, risk, cost, co-worker affect, and burden on the employer than did male subjects.

These exploratory results have implications for organizations and future researchers in that there may be rater bias. That is, male bosses and co-workers may be more likely to have negative attitudes towards those

requesting leave than female bosses and co-workers. Further research is needed to better understand the findings suggested here.

Additionally, two interactions were found with the exploratory variable. In rating perceived intentions to quit there was a significant interaction between leave reason and subject gender although no main effects for these variables were found (diagram in Appendix M). Male subjects rated childcare and eldercare more similarly with childcare receiving a slightly lower rating (mean = 4.35) than eldercare (mean = 4.57). Female subjects however rated eldercare more negatively (mean = 4.38) and childcare more favorably (4.86). Male subjects suggested that a person requesting leave for childcare is more likely to intend to quit while female subjects indicated that a person requesting leave for eldercare is more likely to intend to quit.

As previously indicated there were main effects for both target gender and subject gender when rating the extent to which the person requesting leave was doing so for their own convenience. Female subjects provided more favorable ratings than the male subjects, and the male target was rated more negatively than the female target. Additionally there was a significant target gender by subject gender interaction as depicted in Appendix N. Male subjects rated the male target more negatively than the female target while the female subjects provided close ratings of both the male and female target. This suggests that in certain circumstances males might be more harsh when

judging other males than when judging females while female raters do not view men and women differently.

General Conclusions

In summary, this study does provide a basis for future research on perceptions of individuals requesting family leave. The results also suggest some practical implications for organizations, Human Resource professionals, and supervisors by providing a better understanding of how both men and women are viewed when requesting a family leave. If employees believe that taking a family leave can have an adverse impact on how they are viewed within the organization, it can undermine the intent of family leave programs, and frustrate organizations' attempts to help employees balance work and family obligations. The findings in this research suggest that there are very few differences in how men and women are perceived and where there are differences, they are small.

It may prove beneficial for organizations to educate employees and make aware that perceptions are generally positive regarding family leave and that, in general, employees feel the effects of family leave on the organization and employee do not vary by gender or leave reason. Male employees considering family leave should be aware that perceptions of fairness and appropriateness may be less favorable for them than for women. Human resource professionals can use this finding to promote the fairness and appropriateness of family leave for all. Further, since subject gender effects were detected, it would also behoove companies to be aware of potential

underlying biases of male co-workers and supervisors.

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Table 1

Corporate Programs and Percentage of the Workforce Utilizing the Program

Corporate Program	Percentage of Workforce Utilizing Program
(in order of frequency offered)	
Regular part-time work	11.9
Flextime	37.9
Employee assistant programs	15.7
Information resources	28.9
Heath and wellness	33.1
Child care referral	10.9
Job sharing	2.0
Compressed work week	9.3
Telecommuting	6.4
Financial assistance	9.8
Elder care referral	6.2
Adoption subsidy	2.8
On-site child care	7.3
Back-up child care	5.2

Source: The Conference Board (Spring, 1995)

Table 2

Personnel Policies and the Percentage of Companies Offering the Benefit

Policy	Percentage of Companies Offering Benefit
Maternity leave	71
Sick leave	23
Flextime	17
Family counseling	15
Parental leave	14
Job sharing	5
Parenting seminars	4
Option to work at home	3
Other	12

Source: Seyler, Monroe, and Garard (1995)

Table 3

Financial Aid Programs and the Percentage of Companies Offering the Benefit

Program	Percentage of Companies Offering Benefit
Pretax salary reduction	20
Cafeteria plan	10
On-site/near-site child care centers	5
Contribute to providers or agencies in community	3
Subsidy for operating expenses for on-site or near -site child care center	3
Voucher to subsidize child care expense	2
Contract with child care provider for specific number of spaces	2
Contract with child care providers for sick children only	0
Other	5

Source: Seyler, Monroe, and Garard (1995)

Table 4

Information and Referral Services and the Percentage of Companies Offering the Benefit

Service	Percentage of Companies Offering Benefit
Contracts with outside resource and referral service	4
Distributes list of child care providers	2
Distributes educational materials	2
Other	2

Source: Seyler, Monroe, and Garard (1995)

Table 5**Job Function of Subjects**

Job Function	Frequency	Percentage of Subjects
Human Resources	97	50.0
Research & Development	61	31.4
Administration	10	5.2
Production management/ general management	7	3.6
Engineering	7	3.6
Finance	4	2.1
Marketing	2	1.0
Operations	1	.5
Communications	1	.5
Computer support	1	.5
Customer service	1	.5
Missing	2	1.0

Table 6**Scale Information: Alpha Coefficients from Previous Studies and Number of Items**

Scale	Alpha found in previous study	Number of items
Perceived Organizational Commitment	.77	10
Perceived Intentions to Quit	*	3
Perceived Job Involvement	.75	10
Perceived Career Commitment	*	5
Violating the Psychological Contract	*	5
Future Performance	.73	4
Risk	.58	2
Entitlement	.67	3
Appropriateness	.70	3
Cost	.82	3
Supervisory Affect	.72	6
Co-Worker Affect	.88	5
Environment	.57	3
Perceptions of Fairness	.95	5

* created for present study

Table 7**Scale Information: Anchors**

Scale	# of Anchors	Anchors
Perceived Organizational Commitment	7	Strongly agree -strongly disagree
Perceived Intentions to Quit	7	Strongly agree -strongly disagree
Perceived Job Involvement	7	Not at all - To a great extent
Perceived Career Commitment	7	Strongly agree -strongly disagree
Violating the Psychological Contract	7	Not at all - To a great extent
Future Performance	7	Not at all - highly likely
Risk	7	Not at all - Extremely
Entitlement	7	Strongly agree-strongly disagree
Appropriateness	7	Strongly agree-strongly disagree
Cost	7	Strongly agree-strongly disagree
Supervisory Affect	7	Strongly agree-strongly disagree
Co-Worker Affect	7	Strongly agree-strongly disagree
Environment	7	Strongly agree-strongly disagree
Perceptions of Fairness	7	Strongly agree-strongly disagree

Table 8**Alpha Coefficients for all Measures**

Measure	Alpha	Number of items
Perceived Organizational Commitment	.67	10
Perceived Intentions to Quit	.86	3
Perceived Job Involvement	.82	10
Perceived Career Commitment	.78	5
Future Performance	.79	4
Perceptions of Fairness	.65	5
Entitlement	.39	3
Appropriateness	.70	2
Risk	.66	2
Cost	.83	3
Supervisory Affect	.57	6
Co-Worker Affect	.83	5
Environment	.70	3
Violating the Psychological Contract	.72	4

Table 9**Means (and Standard Deviations) for Performance Rating Manipulation Check Items
by the Four Conditions**

Condition	n	Mean (S.D.)	
		Overall performance (section V, #4)	Compares to others (section V, #5)
Male Target Childcare	42	3.60 (.89)	3.64 (.98)
Male Target Eldercare	45	3.51 (.87)	3.62 (.89)
Female Target Childcare	57	3.49 (.83)	3.79 (.84)
Female Target Eldercare	50	3.56 (1.033)	3.78 (.82)

Table 10

Means (and Standard Deviations) for Dependent Measures Across All Conditions

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	194	4.19 (.52)
Perceived Intentions to Quit	194	4.53 (.96)
Perceived Career Commitment	194	4.21 (.82)
Perceived Job Involvement	191	3.41 (.73)
Perceived Future Performance	192	4.50 (.83)
Perceived Fairness	194	5.83 (1.04)
Appropriateness	194	6.17 (1.10)
Entitlement (item 1)	194	6.49 (1.07)
Entitlement (item 2)	194	5.29 (1.82)
Entitlement (item 3)	193	4.93 (1.87)
Risk	193	4.73 (1.09)
Cost	194	3.71 (1.19)
Supervisory Affect	194	5.28 (.88)
Co-Worker Affect	194	4.96 (1.11)
Environment	194	5.13 (1.19)
Violating the Psychological Contract	193	5.63 (.85)
Violating the Psychological Contract (4th item)	194	3.34 (1.52)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 11

Means (and Standard Deviations) for Dependent Measures By Leave Reason

Measure	n eldercare/ n childcare	Leave Reason	
		Eldercare Mean (S.D.)	Childcare Mean (S.D.)
Perceived Organizational Commitment	95 / 99	4.18 (.51)	4.21 (.53)
Perceived Intentions to Quit	95 / 99	4.48 (.88)	4.59 (1.02)
Perceived Career Commitment	95 / 99	4.27 (.77)	4.15 (.86)
Perceived Job Involvement	93 / 98	3.54 (.76)	3.29 (.70)
Perceived Future Performance	95 / 97	4.58 (.79)	4.41 (.87)
Perceived Fairness	95 / 99	5.92 (.90)	5.74 (1.16)
Appropriateness	95 / 99	6.16 (1.08)	6.18 (1.12)
Entitlement (item 1)	95 / 99	6.52 (1.05)	6.47 (1.09)
Entitlement (item 2)	95 / 99	5.36 (1.83)	5.23 (1.83)
Entitlement (item 3)	95 / 98	5.42 (1.69)	4.46 (1.93)
Risk	95 / 98	4.77 (1.01)	4.69 (1.16)
Cost	95 / 99	3.66 (1.08)	3.77 (1.29)
Supervisory Affect	95 / 99	5.33 (.90)	5.23 (.87)
Co-Worker Affect	95 / 99	4.98 (.96)	4.95 (1.24)
Environment	95 / 99	5.06 (1.11)	5.19 (1.27)
Violating the Psychological Contract	95 / 98	5.73 (.75)	5.53 (.94)
Violating the Psychological Contract (4th item)	95 / 99	3.27 (1.45)	3.40 (1.59)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 12

Means (and Standard Deviations) for Dependent Measures By Target Gender

Measure	n male/ n female	Target Gender	
		Male Mean (S.D.)	Female Mean (S.D.)
Perceived Organizational Commitment	87 / 107	4.16 (.49)	4.22 (.54)
Perceived Intentions to Quit	87 / 107	4.46 (.92)	4.59 (.99)
Perceived Career Commitment	87 / 107	4.19 (.75)	4.23 (.87)
Perceived Job Involvement	86 / 105	3.41 (.73)	3.41 (.74)
Perceived Future Performance	86 / 106	4.44 (.66)	4.54 (.95)
Perceived Fairness	87 / 107	5.81 (.99)	5.84 (1.09)
Appropriateness	87 / 107	5.99 (1.18)	6.32 (1.00)
Entitlement (item 1)	87 / 107	6.36 (1.24)	6.61 (.90)
Entitlement (item 2)	87 / 107	5.15 (1.86)	5.41 (1.79)
Entitlement (item 3)	86 / 107	4.60 (1.93)	5.20 (1.79)
Risk	87 / 106	4.70 (1.00)	4.75 (1.16)
Cost	87 / 107	3.78 (1.09)	3.66 (1.27)
Supervisory Affect	87 / 107	5.34 (.80)	5.23 (.94)
Co-Worker Affect	87 / 107	4.96 (1.11)	4.96 (1.11)
Environment	87 / 107	5.11 (1.13)	5.14 (1.25)
Violating the Psychological Contract	87 / 106	5.70 (.84)	5.57 (.86)
Violating the Psychological Contract (4th item)	87 / 107	3.33 (1.34)	3.35 (1.66)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 13

Means (and Standard Deviations) for Male Target and Childcare Condition

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	42	4.18 (.51)
Perceived Intentions to Quit	42	4.51 (.99)
Perceived Career Commitment	42	4.13 (.76)
Perceived Job Involvement	42	3.28 (.66)
Perceived Future Performance	41	4.40 (.68)
Perceived Fairness	42	5.62 (1.07)
Appropriateness	42	5.99 (1.06)
Entitlement (item 1)	42	6.40 (1.11)
Entitlement (item 2)	42	4.93 (1.98)
Entitlement (item 3)	41	3.93 (1.82)
Risk	42	4.60 (1.07)
Cost	42	3.88 (1.18)
Supervisory Affect	42	5.40 (.65)
Co-Worker Affect	42	4.94 (1.26)
Environment	42	5.05 (1.31)
Violating the Psychological Contract	42	5.65 (.88)
Violating the Psychological Contract (4th item)	42	3.45 (1.42)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 14**Means (and Standard Deviations) for Male Target and Eldercare Condition**

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	45	4.15 (.47)
Perceived Intentions to Quit	45	4.41 (.85)
Perceived Career Commitment	45	4.24 (.74)
Perceived Job Involvement	44	3.54 (.79)
Perceived Future Performance	45	4.48 (.65)
Perceived Fairness	45	5.99 (.88)
Appropriateness	45	5.99 (1.29)
Entitlement (item 1)	45	6.31 (1.36)
Entitlement (item 2)	45	5.36 (1.75)
Entitlement (item 3)	45	5.22 (1.83)
Risk	45	4.79 (.93)
Cost	45	3.68 (1.01)
Supervisory Affect	45	5.28 (.93)
Co-Worker Affect	45	4.99 (.96)
Environment	45	5.16 (.93)
Violating the Psychological Contract	45	5.74 (.81)
Violating the Psychological Contract (4th item)	45	3.22 (1.26)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 15

Means (and Standard Deviations) for Female Target and Childcare Condition

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	57	4.23 (.55)
Perceived Intentions to Quit	57	4.64 (1.05)
Perceived Career Commitment	57	4.17 (.93)
Perceived Job Involvement	56	3.29 (.73)
Perceived Future Performance	56	4.42 (1.00)
Perceived Fairness	57	5.83 (1.23)
Appropriateness	57	6.32 (1.14)
Entitlement (item 1)	57	6.53 (1.09)
Entitlement (item 2)	57	5.46 (1.69)
Entitlement (item 3)	57	4.84 (1.93)
Risk	56	4.76 (1.23)
Cost	57	3.68 (1.37)
Supervisory Affect	57	5.11 (.99)
Co-Worker Affect	57	4.95 (1.24)
Environment	57	5.29 (1.23)
Violating the Psychological Contract	56	5.44 (.98)
Violating the Psychological Contract (4th item)	57	3.37 (1.72)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 16

Means (and Standard Deviations) for Female Target and Eldercare Condition

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	50	4.20 (.53)
Perceived Intentions to Quit	50	4.53 (.91)
Perceived Career Commitment	50	4.30 (.80)
Perceived Job Involvement	49	3.54 (.73)
Perceived Future Performance	50	4.67 (.89)
Perceived Fairness	50	5.86 (.93)
Appropriateness	50	6.31 (.83)
Entitlement (item 1)	50	6.70 (.61)
Entitlement (item 2)	50	5.36 (1.91)
Entitlement (item 3)	50	5.60 (1.54)
Risk	50	4.75 (1.08)
Cost	50	3.63 (1.15)
Supervisory Affect	50	5.37 (.88)
Co-Worker Affect	50	4.97 (.96)
Environment	50	4.97 (1.26)
Violating the Psychological Contract	50	5.72 (.69)
Violating the Psychological Contract (4th item)	50	3.32 (1.61)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Table 17

Simple Correlations Among Dependent Measures

	1	2	3	4	5	6	7	8	9
Perceived Organizational Commitment									
Perceived Job Involvement	.285**								
Perceived Intentions to Quit	.262**	-.040							
Perceptions of Future Performance	.243**	.403**	.110						
Perceived Career Commitment	.449**	.475**	.223**	.538**					
Perceived Fairness	.017	.082	.203**	.149*	.071				
Appropriateness	.117	-.073	.141	.170*	.093	.427**			
Entitlement (item 1)	.041	-.069	.125	.134	.076	.334**	.556**		
Entitlement (item 2)	-.059	.002	.028	.012	.013	.144*	.208**	.310**	
Entitlement (item 3)	.034	.020	.163*	.174*	.041	.197**	.254**	.266**	.074
Risk	.252**	.306**	.249**	.713**	.496**	.202**	.266**	.081	.079
Cost	.068	.060	.119	.124	.022	.277**	.296**	.155*	.179*
Supervisory Affect	.030	-.072	.103	.224**	-.005	.251**	.163*	.116	.070
Co-Worker Affect	.094	.094	.126	.201**	.116	.341**	.387**	.296**	.385**
Environment	.060	.050	-.040	.112	.049	.080	.194**	.116	.160*
Violating the Psychological Contract	.186**	.275**	.241**	.532**	.379**	.241**	.394**	.367**	.222**
Violating the Psychological Contract (item 4)	.026	.024	-.081	.125	.016	.119	.054	.039	.003

* $p \leq .05$ ** $p \leq .01$

Table 17 (continued)

Simple Correlations Among Dependent Measures

	10	11	12	13	14	15	16	17
Perceived Organizational Commitment								
Perceived Job Involvement								
Perceived Intentions to Quit								
Perceptions of Future Performance								
Perceived Career Commitment								
Perceived Fairness								
Appropriateness								
Entitlement (item 1)								
Entitlement (item 2)								
Entitlement (item 3)								
Risk	.059							
Cost	.183*	.117						
Supervisory Affect	.119	.172*	.115					
Co-Worker Affect	.213**	.250**	.366**	.277**				
Environment	.032	.150*	.059	.074	.270**			
Violating the Psychological Contract	.219**	.551**	.140	.205**	.345**	.131		
Violating the Psychological Contract (item 4)	.054	.062	.545**	.031	.117	-.043	.020	

* $p \leq .05$ ** $p \leq .01$

Table 18

Multivariate F-test Results

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceptions of Job Attitudes and Performance	Leave reason	1.591 (5,181)	.165	.042
	Target gender	.298 (5,181)	.913	.008
	Interaction	.103 (5,181)	.991	.003
Fairness	Leave reason	3.710 (5,185)	.003	.091
	Target gender	1.941 (5,185)	.090	.050
	Interaction	1.285 (5,185)	.272	.034
Effects on the Organization	Leave reason	.314 (5,185)	.904	.008
	Target gender	.348 (5,185)	.883	.009
	Interaction	.986 (5,185)	.440	.025
Violating the Psychological Contract	Leave reason	1.258 (2,188)	.287	.013
	Target gender	.453 (2,188)	.637	.005
	Interaction	.368 (2,188)	.693	.004

Table 19

Univariate F-test Results for Fairness

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceptions of Fairness	Leave reason	1.685 (1,190)	.196	.009
	Target gender	.073 (1,190)	.787	.000
	Interaction	1.291 (1,190)	.257	.007
Perceptions of Appropriateness	Leave reason	.002 (1,190)	.965	.000
	Target gender	4.337 (1,190)	.039	.022
	Interaction	.002 (1,190)	.961	.000
Entitlement (item #1)	Leave reason	.067 (1,190)	.796	.000
	Target gender	2.736 (1,190)	.100	.014
	Interaction	.751 (1,190)	.387	.004
Entitlement (item #2)	Leave reason	.392 (1,190)	.532	.002
	Target gender	1.014 (1,190)	.315	.005
	Interaction	.980 (1,190)	.323	.005
Entitlement (item #3)	Leave reason	15.673 (1,189)	.000	.077
	Target gender	6.215 (1,189)	.014	.032
	Interaction	1.074 (1,189)	.301	.006

Table 20

Multivariate Analysis of Covariance F-test Results

Measure	Effect	F (df)	Sig. of F	Eta Squared
Fairness	Covariate: Subject Gender	2.126 (5,184)	.064	.055
	Leave reason	3.809 (5,184)	.003	.094
	Target gender	2.085 (5,184)	.069	.054
	Interaction	1.423 (5,184)	.218	.037

Table 21

Analysis of Covariance Results

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceptions of Fairness	Covariate: Subject gender	4.087 (1,189)	.045	.021
	Leave reason	1.691 (1,189)	.195	.009
	Target gender	.103 (1,189)	.748	.001
	Interaction	1.488 (1,189)	.224	.008
Perceptions of Appropriateness	Covariate: Subject gender	3.670 (1,189)	.057	.019
	Leave reason	.003 (1,189)	.959	.000
	Target gender	4.590 (1,189)	.033	.024
	Interaction	.014 (1,189)	.904	.000
Entitlement (item #1)	Covariate: Subject gender	1.169 (1,189)	.281	.006
	Leave reason	.065 (1,189)	.799	.000
	Target gender	2.823 (1,189)	.095	.015
	Interaction	.682 (1,189)	.410	.004

Table 21 (continued)

Analysis of Covariance Results

Measure	Effect	F (df)	Sig. of F	Eta Squared
Entitlement (item #2)	Covariate: Subject gender	2.020 (1,189)	.157	.011
	Leave reason	.387 (1,189)	.535	.002
	Target gender	1.088 (1,189)	.298	.006
	Interaction	1.092 (1,189)	.297	.006
Entitlement (item #3)	Covariate: Subject gender	5.007 (1,188)	.026	.026
	Leave reason	16.042 (1,188)	.000	.079
	Target gender	6.684 (1,188)	.010	.034
	Interaction	1.306 (1,188)	.254	.007

Figures

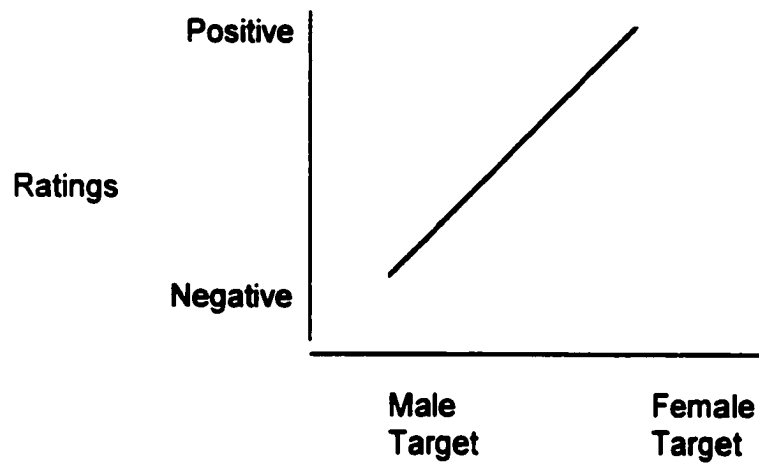


Figure 1. Hypothesis 1: Main Effect for Target Gender

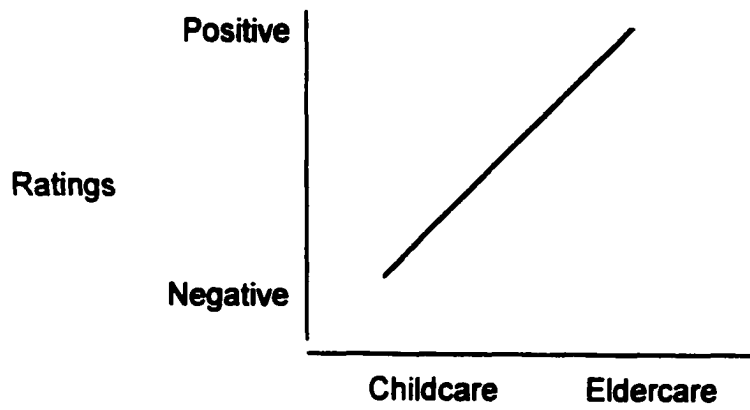


Figure 2. Hypothesis 2: Main Effect for Leave Reason

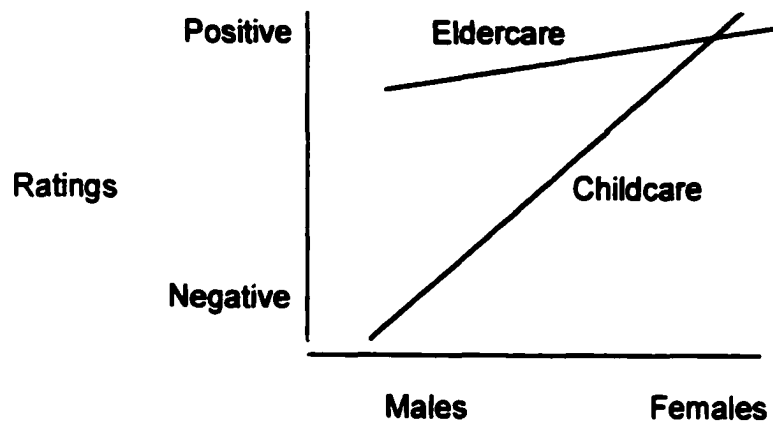


Figure 3. Hypothesis 3: Interaction Between Target Gender and Leave Reason

Appendix A

Pretesting Methodology and Results

Pretesting

Overview

Two areas in the development of the materials for this study required pretesting. The first was to pretest the performance information to be used as part of the stimulus package. The goal was to present the target person, regardless of gender and leave reason, as someone with an average level of performance.

The second area was to pretest the extent to which the tasks involved in eldercare and childcare are more feminine or masculine. The hypothesis is that childcare will receive more feminine ratings than eldercare.

Performance Review Evaluation

Step one. Eight subjects participated in pretesting the performance review. The participants were all Subject Matter Experts in that they all have had experience in consulting with financial institutions or have had experience working with performance evaluations. The subjects were given a brief overview of the study and were presented with the performance review that was under consideration (see Appendix B). They were asked to focus on the Performance Review of the target person being presented in the stimulus materials. They were told that the goal is to present an employee of average performance. That is, one who fully meets the requirements of his or her job, but not one who is viewed as highly effective with great future potential. The target person needs to be portrayed as a competent, fully satisfactory worker; neither in jeopardy of losing his or her job due to poor performance, nor viewed

as outstanding with long-range leadership potential. The subjects were asked to consider the rating set forth in the proposed stimulus and to determine if these ratings realistically portray an average, fully satisfactory employee. That is, what rating would a typical worker receive; this rating may not be a "3" or "satisfactory" on a 5-point scale.

The discussion and concurrence from the subjects led to the following conclusions. 1) Regardless of what number is assigned to portray average performance it may be meaningless to the subjects if they are in a different industry or not experienced with reading performance reviews. 2) Additional prose indicating that the target "meets the demands of the job, but does not exceed or go beyond" would help to anchor the rating. 3) Change the stimulus materials from using a numeric performance review to a simple written assessment describing the target as average. 4) If a numeric performance review is used the scale should be changed to an "outstanding" to "very poor" scale as is used for the overall rating. 5) Leadership, which is an important dimension, should be given a higher rating of "2" or "very good". 6) If a numeric performance review is used, a graphic display showing where the target stands in relation to others in the same job and organization could be presented.

The results suggest two options. The first is to remove the performance review from the stimulus materials and replace it with a written assessment indicating the desired performance level. The second is to present the

performance data graphically depicting where the target falls in relation to others. When asked which option would be more effective the subjects indicated the first option as it would lead to less interpretation.

Step two. Using the information above a written assessment of the target person's performance was created. Again, the goal of this written review was to depict the target person, regardless of leave reason and gender, as an average performer. That is, one who would be considered average when compared to others in a similar job, both in jeopardy of losing his/her job, but not someone on the fast track to a promotion. Once this written assessment was created it was distributed to two groups of subjects. The first group (n=10) were asked to review the written performance review and salary information and then asked to rate the performance level of this person. The second group (n=17) received only the written performance review and were asked also to make ratings. The 4 items used in this analysis and the materials the subjects received are found in Appendix C.

Results. The mean ratings and standard deviations for each group can be found in Appendix D. Using a five point scale both groups rated the performance as satisfactory and as "about the same" when compared with others in a similar job. Neither group felt the person was in jeopardy of losing his job nor was he likely to be promoted. Independent t-tests confirmed that both groups perceived the information similarly. There were no significant

differences when comparing the groups on each of the four items at the .05 level. The t-test results can be found in Appendix E.

Based on the results of the pretest the written performance assessment was incorporated into the stimulus package for the main study.

Sex-Typing of Eldercare and Childcare

The 28 subjects who participated in pretesting the gender type of eldercare and childcare were sixteen men and twelve women from the pharmaceutical industry. The subjects were all professionals and 82% have had supervisory experience. Seventy-one percent have children and 29% have cared for an ill or elderly parent at some point.

The questionnaire (see Appendix F) asked subjects to rate the extent to which eldercare and childcare were more likely masculine or feminine responsibilities. Using a seven point scale in which 1 was "feminine" and 7 "masculine", subjects reported childcare to be a more feminine task ($M = 2.14$) than eldercare ($M = 3.25$), $t(27) = 5.169$, $p < .001$. Using a seven point scale in which 1 represented "female caregivers" and 7 represented "male caregivers", subjects reported childcare activities to be more associated with a female caregiver ($M = 2.36$) than eldercare activities ($M = 2.86$), $t(27) = 2.201$, $p = .036$. These results support the premise of the hypotheses in this proposal by suggesting that childcare is viewed as a more feminine task than eldercare.

Additionally the subjects were asked the extent to which childcare and eldercare are prestigious tasks. Using a seven-point scale in which 1 was

“very prestigious” and 7 was “very little prestige”, subjects reported childcare to be more prestigious ($M = 3.46$) than eldercare ($M = 4.71$), $t(27) = 3.767$, $p = .001$. It was expected, or hypothesized, that the tasks viewed as more feminine, in this case childcare, would be seen as less prestigious. The results did not support this expectation which might be explained by the makeup of the subjects. Over 70% of the subjects have children while only 29% have cared for an elderly or ill parent perhaps biasing them towards viewing childcare as a more prestigious task.

Appendix B

Performance Review Originally Discussed in the Pretesting Phase

Performance Review: Branch Services

Name of Employee: _____ Date: _____

Title: _____ Location: _____

Instructions: Following are 5 dimensions or aspects of performance; each defined by a number of examples. Please provide one rating for the employee on all relevant dimensions using the following scale. Space is provided on each dimension for any explanation of ratings you may have.

1	2	3	4	5	N/A
CONSISTENTLY	OFTEN	SOMETIMES	RARELY	NEVER	NOT APPLICABLE

JOB SKILLS - demonstrates a strong knowledge of the job function; possesses the skills necessary to perform the day to day duties of the position; continues to acquire knowledge when needed (e.g., training, courses).

Explanation:

Employee continues to grow with position

Rating 3

COMMUNICATIONS -demonstrates an ability to express ideas and concepts both verbally and in written format; continually keeps others informed of work activities that affect them; presents oneself in a clear manner.

Explanation:

Effective in this area - keep it up!

Rating 2/3

LEADERSHIP - demonstrates an ability to effectively manage employees; develops employees to progress beyond current position, coordinates and effectively manages that day-to-day operations of the branch.

Explanation:

Needs to further develop skills in this area. Will look into training courses and other opportunities.

Rating 3/4

TEAMWORK - encourages others to share their ideas and opinions; delivers on promised commitments; understands that we all work for one organization; demonstrates a shared commitment to common goals.

Explanation:

Generally dependable

Rating 2

INNOVATION -demonstrates self-confidence in expressing new thoughts; seeks creative ways to do routine branch functions; willing to take chances; promotes an environment in which employees are willing to put forth their ideas.

Explanation:

Not always sure you are expressing your ideas - sometimes reserved

Rating 3

OVERALL	SCALE	RATING
Please provide an overall performance rating.	1 Exemplary/Outstanding	
	2 Very Good	
	3 Satisfactory	
	4 Poor	
	5 Very Poor	

Thank you for your participation.

Appendix C

Pretesting Materials for Written Performance Assessment Including Stimulus to Review and Questionnaire

Dear Participant,

Please read the two page document that follows and then respond to the following questions. When you have finished you may simply email your responses to Manndrix@aol.com. When you send your responses via email, please use "performance" in the subject line. If you have any questions you may contact Jennie Hendrix at the same email address or call: 908-359-0499. Please complete and send your responses by Wednesday, September 8, 1999.

Thank you for your participation.

Please respond to the following questions after reading the two page document.

1. Using the following scale, how would you rate Sam's overall performance:

1	2	3	4	5
Outstanding	Very Good	Satisfactory	Poor	Very Poor

2. Using the following scale, rate how you think Sam's performance compares to others in a similar job:

1	2	3	4	5
Well above average		About the same		Well below average

3. Using the following scale, rate the extent to which you think Sam might lose his job due to performance:

1	2	3	4	5
Not at all		To a Moderate Extent		To a Great Extent

4. Using the following scale, rate the extent to which you think Sam is likely to be promoted this year:

1	2	3	4	5
Not at all		To a Moderate Extent		To a Great Extent

Personnel Record

Employee: Samuel M. Anderson **Employee Number:** 411-10-5615

Title: Assistant Branch Manager **DOB:** 4/5/68 **Age:** 31

Location: Westchester, NY **Race:** white

Reports to: District Manager, level 10 **Marital Status:** married

Gender: male

Job Description: Assists in managing a branch of a large national financial institution. Branch offers consumer banking, private banking, and commercial banking functions. Responsibilities include directing and coordinating activities to implement institution policies, procedures, and practices concerning granting or extending lines of credit, commercial loans, real estate loans, and consumer credit loans; establishes procedures for custody and control of assets, records, loan collateral, and securities to ensure safekeeping; contacts customers and business, community and civic organizations to promote goodwill and generate new business.

Education: BS Management, 1990, Indiana University

Current salary: \$51,219 plus corporate-wide profit sharing bonus

Starting date: October 5, 1993

Employment History: 1990-1993: Previously employed

October 1993 - October 1996: Supervisor, level 7

October 1996 - Present: Assistant Branch Manager, level 8

Performance Ratings and Salary History:

<u>Date</u>	<u>Rating</u>	<u>Title/Level</u>	<u>Increase</u>	<u>Salary</u>
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10/ 1996	very good	Assistant Mgr/ 8	7%	\$46,421
10/ 1997	fully satisfactory	Assistant Mgr/ 8	3%	\$47,814
10/ 1998	fully satisfactory	Assistant Mgr/ 8	4%	\$49,727
10/ 1999	fully satisfactory	Assistant Mgr/ 8	3%	\$51,219

Annual Performance Review: Written Assessment

Name of Employee: Sam Anderson

Date: 9/7/1999

Employee Title: Assistant Branch Manager

Location: Westchester, NY

Review completed by (name of supervisor): Matthew H. Wallace, Branch Manager

The goal of the written section of the Performance Review System is to provide feedback to the employee on his or her performance during the last year. Focus on the following Choice Bank key competencies: overall job skills, communication, teamwork, innovation, and leadership. Describe the employee's level of performance, improvements, and current developmental needs in these key areas. Please type and submit to Human Resources after reviewing the form with the employee.

Sam's performance this year met my expectations and is considered "fully satisfactory". Sam's overall job skills are adequate and he continues to develop in this position. Specifically, he has gained a greater knowledge of his customer base in the Westchester area and consistently follows-up with key customers. Sam's work created a 10% increase in customer sales to the branch, meeting the goal we had set.

Sam communicates well with his staff and keeps them informed of pressing issues, product and policy changes, and staffing and customer concerns. However he seems somewhat hesitant to communicate information upwards; that is, he does not always keep me informed of work decisions, customer needs, etc., that might require a reallocation of resources to support. His written communications are inconsistent; customer-focused material is well crafted, but internal memos and instructions are still occasionally confusing and require follow-up for clarification. There has been some improvement since this concern was pointed out a year ago.

Sam is helpful to others and works well on the team. He tends to encourage others to share ideas and opinions, especially when dealing with tough problems or customer related issues. He delivers his projects on time, meets our goals and quickly identifies problems. He does not often suggest additional actions beyond the agreed-to work plans. At this level I believe he should be more willing to take the initiative and bring ideas or solutions to me along with the problem.

Sam effectively coordinates and assists me and the Regional Manager in the day-to-day operations of the branch. He demonstrates an ability to effectively manage and lead the branch in my absence. He continues to develop his ability to use the talents, skills, and knowledge of others on our team.

Overall, Sam is performing at a fully adequate level. I am pleased to have him on our team and look forward to watching his continued development in this position.

Employee Signature Samuel Anderson Date 9/15/99
Supervisor Signature M. H. Wallace Date 9/15/99

Appendix D

Pretesting Written Performance Review: Means and (Standard Deviations)

Measure	Group	Mean (s.d.)
Q1: overall performance	Group 1	2.7 (.48)
	Group 2	2.7 (.47)
Q2: comparison to others	Group 1	3.1 (.32)
	Group 2	3.0 (.50)
Q3: lose job due to performance	Group 1	2.0 (1.25)
	Group 2	2.1 (1.14)
Q4: likely to be promoted	Group 1	2.4 (.97)
	Group 2	1.7 (.92)
Note: Group 1 - performance information and salary information; n=10 Group 2 - performance information only; n=17 Scale 1 to 5		

Appendix E

Pretesting Written Performance Review: Independent t-test Results

Measure	t (df)	sig. (2-tailed)
Q1: overall performance	-.031 (25)	.975
Q2: comparison to others	.567 (25)	.576
Q3: lose job due to performance	-.125 (25)	.902
Q4: likely to be promoted	1.86 (25)	.075

Appendix F

Questionnaire Used in Determining Sex-Type of Eldercare and Childcare

The following questionnaire is designed to assess your perceptions towards childcare and eldercare. Please respond as best you can using the scales that are provided, making quick and independent judgments on each item. The questionnaire should take about 10 minutes to complete. Once you have completed the questionnaire please return it in the stamped envelope postmarked by **Friday, June 18, 1999**. If you have any questions or comments please call or email Jennie Hendrix: 908-359-0499; email: manndrix@aol.com.

Thank you for your participation.

Following are activities with a scale below each task. Use the scale provided to rate each task as described. Using the 7 point scale, circle one (1) response for each task.

Rate the extent to which you think the following task is more likely a masculine or feminine responsibility:

eldercare defined as an adult child caring for an ill and elderly parent on a regular basis

1	2	3	4	5	6	7
feminine			neutral			masculine

Now, use the scale provided to rate the extent to which the task is prestigious:

eldercare defined as an adult child caring for an ill and elderly parent on a regular basis

1	2	3	4	5	6	7
very prestigious			neutral			very little prestige

Now, please respond to the following statement using the scale below:

When I think of the typical activities involved in eldercare I most often associate these activities as being performed by a:

1	2	3	4	5	6	7
female caregiver			either female or male			male caregiver

Rate the extent to which you think the following task is more likely a masculine or feminine responsibility:

childcare defined as a parent, caring for their newborn child on a full time basis

1	2	3	4	5	6	7
feminine			neutral			masculine

Now, use the scale provided to rate the extent to which the task is prestigious:

childcare defined as a parent, caring for their newborn child on a full time basis

1	2	3	4	5	6	7
very prestigious			neutral			very little prestige

Now, please respond to the following statement using the scale below:

When I think of the typical activities involved in childcare I most often associate these activities as being performed by a:

1	2	3	4	5	6	7
female caregiver			either female or male			male caregiver

Following is a list of caregivers who might be in the position of either caring for young children or for an ill or elderly adult on a regular basis. Please distribute 100 points (or percentage points) among the caregivers based on who you think typically provides the care. Give more weight to those who you think are more likely to provide care and less weight to those you think less likely.

EXAMPLE: Based on your perceptions, who is most likely to be playing golf on a sunny Wednesday afternoon:

- 20 Retired male
- 5 Retired female
- 10 Corporate executive
- 30 Private practice attorney
- 20 Medical doctor
- 15 Postal Worker
- Other _____

The person responding to this example believes a private practice attorney is the most likely person to be found playing golf on a sunny Wednesday afternoon, while a retired female is least likely.

Distribute 100 points based on who you think is most likely to perform the following tasks:

1. Care of an infant:

- _____ Mother
- _____ Father
- _____ Grandmother
- _____ Grandfather
- _____ Aunt
- _____ Uncle
- _____ Nanny/Baby-sitter
- _____ Daycare center provider
- _____ Stay at home mother who is caring for her own children as well
- _____ Stay at home father who is caring for his own children as well
- _____ Other _____

2. Regular hands on care of an ill or elderly parent:

- _____ Adult Son
- _____ Adult Daughter
- _____ In home nurse
- _____ Nursing home
- _____ Daycare center provider
- _____ Other _____

Please provide the following information about yourself by filling in the appropriate response. This information is being gathered so the researcher will have a better understanding of the background of individuals who participated in this study.

Age: _____ Gender: Male _____ Female _____

Do you have children? Yes _____ No _____

**Do you currently or have you ever supervised at least one other person?
Yes _____ No _____**

Have you ever had to care for an ill or elderly parent? Yes _____ No _____

Appendix G

Stimulus Materials and Cover Letter



Department of Psychology
Fort Collins, Colorado 80523
(9303) 491-6363
FAX: (9303) 491-1032

November 22, 1999

Dear Participants,

The following is a research project being conducted as part of doctoral requirements in Psychology at Colorado State University. The intent of this research is to better understand attitudes towards family leave in organizations. The entire task should take no longer than 20 minutes to complete. There are no known risks involved in participating in this research. It is not possible to identify all potential risks in research procedures, but the researchers have taken reasonable safeguards to minimize any known and potential, but unknown risks. Questions about subjects' right may be directed to Celia S. Walker, Colorado State University at 970-491-1563.

This research has not been requested by your organization, however you have been invited to voluntarily participate. Completion and return of the questionnaire will indicate your consent to participate. If you choose not to participate please return the uncompleted questionnaire in the postage-paid envelope.

Your responses to this questionnaire will be completely anonymous and confidential. You are asked not to sign your name. No one in your organization will receive your responses nor will individual data be reported to either your organization or be used for publication. All data will be reported in the aggregate. Your organization will not be identified in any publication of this research. A summary of the results for the entire project, that is data from all organizations participating, will be provided to your organization. This will benefit your organization and others by providing a greater understanding about family leave in organizations.

If you are completing your questionnaire in a group session, please seal your questionnaire in the confidential envelope provided to you and deposit it in the box provided by the session administrator. If you prefer, you may return your completed questionnaire in the provided postage-paid envelope directly to Genevieve H. Hendrix.

If you are not completing the questionnaire in a group session, please seal your completed questionnaire only in the postage-paid return envelope provided to you, and return it directly to Genevieve H. Hendrix.

If you have any questions please call or email Genevieve Hendrix: Phone: 908-359-0499; email: manndrix@aol.com. You may also contact Jeanette Cleveland: 970-491-6808.

Thank you in advance for your participation.

Sincerely,

A handwritten signature in cursive script that reads "Jeanette N. Cleveland".

Jeanette N. Cleveland, Ph. D.
Professor, Industrial/Organizational Psychology

A handwritten signature in cursive script that reads "Genevieve H. Hendrix".

Genevieve H. Hendrix, M.S.
Graduate Student, Industrial/Organizational Psychology

General Instructions

On the following pages you will read a portion of a personnel record of an employee at Choice Bank, a large national bank. You will then be asked to indicate your reaction to a number of questions about the employee. You are also asked to respond to some background questions about yourself. The task should take no longer than 20 minutes to complete. Please read all sections carefully and complete all questions to the best of your ability. Do not leave any questions unanswered. All of your responses will be anonymous and coded numerically into the computer. Do not write your name on this survey.

When you have finished, please put the entire questionnaire only in the return envelope provided and return by December 10, 1999.

Please carefully read the information on the following pages. After reading the information respond to the questions that follow.

Thank you for your participation in this study.

Choice Bank

Personnel Record

Employee: Samuel M. Anderson **Employee Number:** 411-10-5615

Title: Assistant Branch Manager **DOB:** 4/5/68 **Age:** 31
Location: Westchester, NY **Race:** white
Reports to: District Manager, level 10 **Marital Status:** married
Gender: male

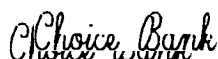
Job Description: Assists in managing a branch of a large national financial institution. Branch offers consumer banking, private banking, and commercial banking functions. Responsibilities include directing and coordinating activities to implement institution policies, procedures, and practices concerning granting or extending lines of credit, commercial loans, real estate loans, and consumer credit loans; establishes procedures for custody and control of assets, records, loan collateral, and securities to ensure safekeeping; contacts customers and business, community and civic organizations to promote goodwill and generate new business.

Education: BS Management, 1990, Indiana University
Current salary: \$51,219 plus corporate-wide profit sharing bonus
Starting date: October 5, 1993

Employment History: 1990-1993: Previously employed
October 1993 - October 1996: Supervisor, level 7
October 1996 - Present: Assistant Branch Manager, level 8

Performance Ratings and Salary History:

<u>Date</u>	<u>Rating</u>	<u>Title/Level</u>	<u>Increase</u>	<u>Salary</u>
10/ 1993	start date	Supervisor/ 7		\$40,500
10/ 1994	fully satisfactory	Supervisor/ 7	3%	\$41,715
10/ 1995	fully satisfactory	Supervisor/ 7	4%	\$43,384
10/ 1996	very good	Assistant Mgr/ 8	7%	\$46,421
10/ 1997	fully satisfactory	Assistant Mgr/ 8	3%	\$47,814
10/ 1998	fully satisfactory	Assistant Mgr/ 8	4%	\$49,727
10/ 1999	fully satisfactory	Assistant Mgr/ 8	3%	\$51,219



Annual Performance Review: Written Assessment

Name of Employee: Sam Anderson

Date: 9/7/1999

Employee Title: Assistant Branch Manager

Location: Westchester, NY

Review completed by (name of supervisor): Matthew H. Wallace, Branch Manager

The goal of the written section of the Performance Review System is to provide feedback to the employee on his or her performance during the last year. Focus on the following Choice Bank key competencies: overall job skills, communication, teamwork, innovation, and leadership. Describe the employee's level of performance, improvements, and current developmental needs in these key areas. Please type and submit to Human Resources after reviewing the form with the employee.

Sam's performance this year met my expectations and is considered "fully satisfactory". Sam's overall job skills are adequate and he continues to develop in this position. Specifically, he has gained a greater knowledge of his customer base in the Westchester area and consistently follows-up with key customers. Sam's work created a 10% increase in customer revenues to the branch, meeting the goal we had set.

Sam communicates well with his staff and keeps them informed of pressing issues, product and policy changes, and staffing and customer concerns. However, he seems somewhat hesitant to communicate information upwards; that is, he does not always keep me informed of work decisions, customer needs, etc., that might require a reallocation of resources to support. His written communications are inconsistent; customer-focused material is well crafted, but internal memos and instructions are still occasionally confusing and require follow-up for clarification. There has been some improvement since this concern was pointed out a year ago.

Sam is helpful to others and works well on the team. He tends to encourage others to share ideas and opinions, especially when dealing with tough problems or customer related issues. He delivers his projects on time, meets our goals and quickly identifies problems. He does not often suggest additional actions beyond the agreed-to work plans. At this level I believe he should be more willing to take the initiative and bring ideas or solutions to me along with the problem.

Sam effectively coordinates and assists me and the Regional Manager in the day-to-day operations of the branch. He demonstrates an ability to effectively manage and lead the branch in my absence. He continues to develop his ability to use the talents, skills, and knowledge of others on our team.

Overall, Sam is performing at a fully adequate level. I am pleased to have him on our team and look forward to watching his continued development in this position.

Employee Signature Sam Anderson Date 9/15/99
Supervisor Signature M. H. Wallace Date 9/15/99

Choice Bank

Family and Medical Leave Request Form

Employee Name: Sam Anderson Date: 10/1/99

Employee #: 411-10-5615

Department/Location: Westchester Cost Center #: 0705

Manager's Name: Matt Wallace

In 1993 the Family and Medical Leave Act was put into effect. In compliance with this Act, Choice Bank will allow employees to take a leave of up to 12 weeks, without pay, to 1) care for the employee's newborn son or daughter, adopted son or daughter, or foster care child; 2) to care for the employees' spouse, son, daughter, or parent with a serious health condition; or 3) because of a serious health condition that results in the inability of the employee to perform the functions of his/her job.

Please indicate the reason you are requesting leave:

Birth or adoption of a son or daughter: X

To care for a placed foster child:

To care for an ill spouse:

To care for an ill child:

To care for an ill parent:

To care for self:

Requested dates: from 10/18/99 to 11/7/2000

Employee's signature [Signature] on 10/18/99 to 11/7/2000

Please return this form to Francis A. MacC... Date: 10/1/99 when processed you will receive written notice confirming your family leave.

Choice Bank

Personnel Record

Employee: Samuel M. Anderson **Employee Number:** 411-10-5615

Title: Assistant Branch Manager **DOB:** 4/5/68 **Age:** 31
Location: Westchester, NY **Race:** white
Reports to: District Manager, level 10 **Marital Status:** married
 Gender: male

Job Description: Assists in managing a branch of a large national financial institution. Branch offers consumer banking, private banking, and commercial banking functions. Responsibilities include directing and coordinating activities to implement institution policies, procedures, and practices concerning granting or extending lines of credit, commercial loans, real estate loans, and consumer credit loans; establishes procedures for custody and control of assets, records, loan collateral, and securities to ensure safekeeping; contacts customers and business, community and civic organizations to promote goodwill and generate new business.

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10/ 1998	fully satisfactory	Assistant Mgr/ 8	4%	\$49,727
10/ 1999	fully satisfactory	Assistant Mgr/ 8	3%	\$51,219

Choice Bank

Annual Performance Review: Written Assessment

Name of Employee: Sam Anderson

Date: 9/7/1999

Employee Title: Assistant Branch Manager

Location: Westchester, NY

Review completed by (name of supervisor): Matthew H. Wallace, Branch Manager

The goal of the written section of the Performance Review System is to provide feedback to the employee on his or her performance during the last year. Focus on the following Choice Bank key competencies: overall job skills, communication, teamwork, innovation, and leadership. Describe the employee's level of performance, improvements, and current developmental needs in these key areas. Please type and submit to Human Resources after reviewing the form with the employee.

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Overall, Sam is performing at a fully adequate level. I am pleased to have him on our team and look forward to watching his continued development in this position.

Employee Signature Sam Anderson Date 9/15/99
Supervisor Signature Matthew H. Wallace Date 9/15/99

Choice Bank

Family and Medical Leave Request Form

Employee Name: Samuel Anderson Date: 10/1/99

Employee #: 411-10-5165

Department/Location: Westchester Cost Center #: 0705

Manager's Name: Matt Wallace

In 1993 the Family and Medical Leave Act was put into effect. In compliance with this Act, Choice Bank will allow employees to take a leave of up to 12 weeks, without pay, to 1) care for the employee's newborn son or daughter, adopted son or daughter, or foster care child; 2) to care for the employees' spouse, son, daughter, or parent with a serious health condition; or 3) because of a serious health condition that results in the inability of the employee to perform the functions of his/her job.

Please indicate the reason you are requesting leave:

Birth or adoption of a son or daughter: _____

To care for a placed foster child: _____

To care for an ill spouse: _____

To care for an ill child: _____

To care for an ill parent: X

To care for self: _____

Requested dates: from 10/18/99 to 1/7/2000

Employee's signature Samuel Anderson Date: 10/1/99

Please return this form to your local HR representative. Once this form has been processed you will receive written notice confirming your family leave.

Choice Bank

Personnel Record

Employee: Emily M. Anderson **Employee Number:** 411-10-5615
Title: Assistant Branch Manager **DOB:** 4/5/68 **Age:** 31
Location: Westchester, NY **Race:** white
Reports to: District Manager, level 10 **Marital Status:** married
 Gender: female

Job Description: Assists in managing a branch of a large national financial institution. Branch offers consumer banking, private banking, and commercial banking functions. Responsibilities include directing and coordinating activities to implement institution policies, procedures, and practices concerning granting or extending lines of credit, commercial loans, real estate loans, and consumer credit loans; establishes procedures for custody and control of assets, records, loan collateral, and securities to ensure safekeeping; contacts customers and business, community and civic organizations to promote goodwill and generate new business.

Education: BS Management, 1990, Indiana University
Current salary: \$51,219 plus corporate-wide profit sharing bonus
Starting date: October 5, 1993

Employment History: 1990-1993: Previously employed
October 1993 - October 1996: Supervisor, level 7
October 1996 - Present: Assistant Branch Manager, level 8

Performance Ratings and Salary History:

Date	Rating	Title/Level	Increase	Salary
10/ 1993	start date	Supervisor/ 7		\$40,500
10/ 1994	fully satisfactory	Supervisor/ 7	3%	\$41,715
10/ 1995	fully satisfactory	Supervisor/ 7	4%	\$43,384
10/ 1996	very good	Assistant Mgr/ 8	7%	\$46,421
10/ 1997	fully satisfactory	Assistant Mgr/ 8	3%	\$47,814
10/ 1998	fully satisfactory	Assistant Mgr/ 8	4%	\$49,727
10/ 1999	fully satisfactory	Assistant Mgr/ 8	3%	\$51,219

Choice Bank

Annual Performance Review: Written Assessment

Name of Employee: Emily Anderson

Date: 9/7/1999

Employee Title: Assistant Branch Manager

Location: Westchester, NY

Review completed by (name of supervisor): Matthew H. Wallace, Branch Manager

The goal of the written section of the Performance Review System is to provide feedback to the employee on his or her performance during the last year. Focus on the following Choice Bank key competencies: overall job skills, communication, teamwork, innovation, and leadership. Describe the employee's level of performance, improvements, and current developmental needs in these key areas. Please type and submit to Human Resources after reviewing the form with the employee.

Emily's performance this year met my expectations and is considered "fully satisfactory". Emily's overall job skills are adequate and she continues to develop in this position. Specifically, she has gained a greater knowledge of her customer base in the Westchester area and consistently follows-up with key customers. Emily's work created a 10% increase in customer revenues to the branch, meeting the goal we had set.

Emily communicates well with her staff and keeps them informed of pressing issues, product and policy changes, and staffing and customer concerns. However, she seems somewhat hesitant to communicate information upwards; that is, she does not always keep me informed of work decisions, customer needs, etc., that might require a reallocation of resources to support. Her written communications are inconsistent; customer-focused material is well crafted, but internal memos and instructions are still occasionally confusing and require follow-up for clarification. There has been some improvement since this concern was pointed out a year ago.

Emily is helpful to others and works well on the team. She tends to encourage others to share ideas and opinions, especially when dealing with tough problems or customer related issues. She delivers her projects on time, meets our goals and quickly identifies problems. She does not often suggest additional actions beyond the agreed-to work plans. At this level I believe she should be more willing to take the initiative and bring ideas or solutions to me along with the problem.

Emily effectively coordinates and assists me and the Regional Manager in the day-to-day operations of the branch. She demonstrates an ability to effectively manage and lead the branch in my absence. She continues to develop her ability to use the talents, skills, and knowledge of others on our team.

Overall, Emily is performing at a fully adequate level. I am pleased to have her on our team and look forward to watching her continued development in this position.

Employee Signature Emily Anderson Date 9/15/99
Supervisor Signature MH Wallace Date 9/15/99

Choice Bank

Family and Medical Leave Request Form

Employee Name: Emily Anderson Date: 10/1/99

Employee #: 411-10-5615

Department/Location: Westchester Cost Center #: 0705

Manager's Name: Matt Wallace

In 1993 the Family and Medical Leave Act was put into effect. In compliance with this Act, Choice Bank will allow employees to take a leave of up to 12 weeks, without pay, to 1) care for the employee's newborn son or daughter, adopted son or daughter, or foster care child; 2) to care for the employees' spouse, son, daughter, or parent with a serious health condition; or 3) because of a serious health condition that results in the inability of the employee to perform the functions of his/her job.

Please indicate the reason you are requesting leave:

Birth or adoption of a son or daughter: X

To care for a placed foster child:

To care for an ill spouse:

To care for an ill child:

To care for an ill parent:

To care for self:

Requested dates: from 10/18/99 to 1/7/2000

Employee's signature Emily Anderson Date: 10/1/99

Please return this form to your local HR representative. Once this form has been processed you will receive written notice confirming your family leave.

Personnel Record

Employee: Emily M. Anderson **Employee Number:** 411-10-5615

Title: Assistant Branch Manager **DOB:** 4/5/68 **Age:** 31
Location: Westchester, NY **Race:** white
Reports to: District Manager, level 10 **Marital Status:** married
Gender: female

Job Description: Assists in managing a branch of a large national financial institution. Branch offers consumer banking, private banking, and commercial banking functions. Responsibilities include directing and coordinating activities to implement institution policies, procedures, and practices concerning granting or extending lines of credit, commercial loans, real estate loans, and consumer credit loans; establishes procedures for custody and control of assets, records, loan collateral, and securities to ensure safekeeping; contacts customers and business, community and civic organizations to promote goodwill and generate new business.

Education: BS Management, 1990, Indiana University
Current salary: \$51,219 plus corporate-wide profit sharing bonus
Starting date: October 5, 1993

Employment History: 1990-1993: Previously employed
 October 1993 - October 1996: Supervisor, level 7
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Performance Ratings and Salary History:

<u>Date</u>	<u>Rating</u>	<u>Title/Level</u>	<u>Increase</u>	<u>Salary</u>
10/ 1993	start date	Supervisor/ 7		\$40,500
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10/ 1995	fully satisfactory	Supervisor/ 7	4%	\$43,384
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10/ 1997	fully satisfactory	Assistant Mgr/ 8	3%	\$47,814
10/ 1998	fully satisfactory	Assistant Mgr/ 8	4%	\$49,727
10/ 1999	fully satisfactory	Assistant Mgr/ 8	3%	\$51,219

Choice Bank

Annual Performance Review: Written Assessment

Name of Employee: Emily Anderson

Date: 9/7/1999

Employee Title: Assistant Branch Manager

Location: Westchester, NY

Review completed by (name of supervisor): Matthew H. Wallace, Branch Manager

The goal of the written section of the Performance Review System is to provide feedback to the employee on his or her performance during the last year. Focus on the following Choice Bank key competencies: overall job skills, communication, teamwork, innovation, and leadership. Describe the employee's level of performance, improvements, and current developmental needs in these key areas. Please type and submit to Human Resources after reviewing the form with the employee.

Emily's performance this year met my expectations and is considered "fully satisfactory". Emily's overall job skills are adequate and she continues to develop in this position. Specifically, she has gained a greater knowledge of her customer base in the Westchester area and consistently follows-up with key customers. Emily's work created a 10% increase in customer revenues to the branch, meeting the goal we had set.

Emily communicates well with her staff and keeps them informed of pressing issues, product and policy changes, and staffing and customer concerns. However, she seems somewhat hesitant to communicate information upwards; that is, she does not always keep me informed of work decisions, customer needs, etc., that might require a reallocation of resources to support. Her written communications are inconsistent; customer-focused material is well crafted, but internal memos and instructions are still occasionally confusing and require follow-up for clarification. There has been some improvement since this concern was pointed out a year ago.

Emily is helpful to others and works well on the team. She tends to encourage others to share ideas and opinions, especially when dealing with tough problems or customer related issues. She delivers her projects on time, meets our goals and quickly identifies problems. She does not often suggest additional actions beyond the agreed-to work plans. At this level I believe she should be more willing to take the initiative and bring ideas or solutions to me along with the problem.

Emily effectively coordinates and assists me and the Regional Manager in the day-to-day operations of the branch. She demonstrates an ability to effectively manage and lead the branch in my absence. She continues to develop her ability to use the talents, skills, and knowledge of others on our team.

Overall, Emily is performing at a fully adequate level. I am pleased to have her on our team and look forward to watching her continued development in this position.

Employee Signature Emily Anderson Date 9/15/99
Supervisor Signature M.H. Wallace Date 9/15/99

Choice Bank

Family and Medical Leave Request Form

Employee Name: Emily Anderson Date: 10/1/99

Employee #: 411-10-5615

Department/Location: Westchester Cost Center #: 0705

Manager's Name: Matt Wallace

In 1993 the Family and Medical Leave Act was put into effect. In compliance with this Act, Choice Bank will allow employees to take a leave of up to 12 weeks, without pay, to 1) care for the employee's newborn son or daughter, adopted son or daughter, or foster care child; 2) to care for the employees' spouse, son, daughter, or parent with a serious health condition; or 3) because of a serious health condition that results in the inability of the employee to perform the functions of his/her job.

Please indicate the reason you are requesting leave:

Birth or adoption of a son or daughter: _____

To care for a placed foster child: _____

To care for an ill spouse: _____

To care for an ill child: _____

To care for an ill parent: X

To care for self: _____

Requested dates: from 10/18/99 to 1/7/2000

Employee's signature Emily Anderson Date: 10/1/99

Please return this form to your local HR representative. Once this form has been processed you will receive written notice confirming your family leave.

Appendix H

Item Key and Questionnaire

Item Key

Item Number

Scale

Part 1, Section 1:

1 - 10	Perceived Organizational Commitment
11 - 13	Perceived Intentions to Quit
14 - 18	Perceived Career Commitment

Part 1, Section II:

1 - 10	Perceived Job Involvement
11 - 15	Violating the Psychological Contract

Part 1, Section III:

1 - 4	Future Performance
5 - 6	Risk

Part 1, Section IV:

1 - 3	Entitlement
4 - 6	Appropriateness
7 - 9	Cost
10 - 15	Supervisory Affect
16 - 20	Co-Worker Affect
21 - 23	Environment
24 - 28	Perceptions of Fairness

Part 1, Section V:

1-3	Manipulation check for sex-type of eldercare/childcare
4-5	Manipulation check for performance

Part 2:

Demographics

INSTRUCTIONS: After you have read the previous personnel record, please indicate your reaction to the employee by answering the following questions.

Part 1. Indicate your reactions to the employee.

Section I. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. This employee appears willing to put in a great deal of effort beyond that normally expected in order to make the organization successful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. This employee appears loyal toward the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. This employee really cares about the fate of the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. It would take a lot of change in this employee's present circumstances to cause her to leave the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. The values of this employee and the organization seem to be congruent. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. This employee would probably accept almost any type of job assignment in order to keep working for the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. This employee feels a strong sense of belonging to the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. This employee would be very happy to spend the rest of her career with this firm. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Too much in this employee's life would be disrupted if she decided she wanted to leave the organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. This employee probably feels that she has too few career options to consider leaving the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. It is likely this employee will actively look for employment outside the organization in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. This employee often thinks about quitting. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. It is likely this person will leave her job in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. This employee is committed to her career as Assistant Branch Manager. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. This employee will likely move to a higher position in her career. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

16. This employee appears determined to pursue a banking career. 1 2 3 4 5 6 7
17. This employee is likely to pursue a different career later in her life. 1 2 3 4 5 6 7
18. This employee is driven to become part of senior management at the Bank. 1 2 3 4 5 6 7

Section II. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Not at all			To a moderate extent			To a great extent

To what extent do you think this employee feels:

1. The most important things that happen to her involve her present job. 1 2 3 4 5 6 7
2. Her job is only a small part of who she is. 1 2 3 4 5 6 7
3. She is very much personally involved in her job. 1 2 3 4 5 6 7
4. She lives, eats, and breaths her job. 1 2 3 4 5 6 7
5. Most of her interests are centered around her job. 1 2 3 4 5 6 7
6. She has very strong ties with her present job which would be difficult to break. 1 2 3 4 5 6 7
7. She is detached from her job. 1 2 3 4 5 6 7
8. Most of her personal life goals are job-oriented. 1 2 3 4 5 6 7
9. Her job is central to her existence. 1 2 3 4 5 6 7
10. She is absorbed in her job most of the time. 1 2 3 4 5 6 7
11. Is it likely this employee will return to her job after taking family leave? 1 2 3 4 5 6 7
12. Is it likely this employee will perform at an acceptable level upon returning from family leave? 1 2 3 4 5 6 7
13. Is it likely this person will continue to fulfill her job requirements when returning from family leave? 1 2 3 4 5 6 7
14. Does taking a family leave to care for a new baby put an additional burden on the employer? 1 2 3 4 5 6 7
15. Does taking a family leave to care for a new baby violate the expectations the employer holds of the employee? 1 2 3 4 5 6 7

Section III. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent do you anticipate performance problems when this employee returns to a full-time schedule?

1 2 3 4 5 6 7
Not at all Moderately Likely Highly Likely
Likely

2. To what extent is this employee promotable beyond her current position?

1 2 3 4 5 6 7
Not at all Possibly Immediately
promotable promotable Promotable

3. What level of job performance would you expect from this employee when she returns?

1 2 3 4 5 6 7
Marginal Competent Outstanding
Performance Performance Performance

4. How likely is it that this employee would be promoted?

1 2 3 4 5 6 7
Not at all Moderately Likely Highly Likely
Likely

5. How certain are you that this employee can meet the performance standards of the job?

1 2 3 4 5 6 7
Not at all Moderately Certain Extremely
Certain Certain

6. What is the risk that you would attach to a decision to promote this employee?

1 2 3 4 5 6 7
No Risk at Moderate Risk Substantial Risk
all

Section IV. For each item in this section, use the following scale. Circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

1. I believe the employee is entitled to the family leave she has requested. 1 2 3 4 5 6 7
2. If the applicant is granted the family leave that she has requested, she will be receiving a benefit that most other workers do not receive. 1 2 3 4 5 6 7
3. The family leave that the employee has requested is primarily for her own convenience. 1 2 3 4 5 6 7
4. The family leave that the employee has requested is reasonable. 1 2 3 4 5 6 7

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

5. It would be unfair to grant the family leave that this employee has requested if it is not offered to all workers. 1 2 3 4 5 6 7
6. This employee is making an unreasonable request. 1 2 3 4 5 6 7
7. The family leave that the employee has requested will be costly to the organization. 1 2 3 4 5 6 7
8. The family leave that the employee has requested would interfere with the smooth functioning of the workgroup. 1 2 3 4 5 6 7
9. Other workers will be inconvenienced if the family leave is granted. 1 2 3 4 5 6 7
10. I would be comfortable supervising this individual on the job. 1 2 3 4 5 6 7
11. I would be uneasy having to fire this individual if she was not performing according to acceptable standards. 1 2 3 4 5 6 7
12. I would be comfortable providing performance feedback to this individual. 1 2 3 4 5 6 7
13. When interacting with this individual on the job, I would be concerned that something I might say would be insulting to her. 1 2 3 4 5 6 7
14. If I had to fire this individual, others would be likely to view me as prejudiced or discriminatory. 1 2 3 4 5 6 7
15. I would not be comfortable asking this individual to redo work if the original product was inadequate. 1 2 3 4 5 6 7
16. If this employee is granted a family leave, her co-workers are likely to resent the fact that she is receiving benefits that they do not have. 1 2 3 4 5 6 7
17. Granting the request of this employee for a family leave is likely to lead to hard feelings among other workers. 1 2 3 4 5 6 7
18. Her co-workers would believe that this individual received special treatment. 1 2 3 4 5 6 7
19. The employee would be perceived by co-workers as disrupting the way their work group performs. 1 2 3 4 5 6 7
20. I expect that this employee would get along well with others in this job. 1 2 3 4 5 6 7
21. I believe that most organizations try to provide for the personal needs of all workers whenever it is feasible. 1 2 3 4 5 6 7
22. I believe that in most organizations it is highly likely that the family leave that this employee has requested would be granted. 1 2 3 4 5 6 7
23. I believe that in most organizations granting the family leave requested by this employee would represent a special exception. 1 2 3 4 5 6 7

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

24. Providing leave to employees to care for a new baby is not fair to employees without children. 1 2 3 4 5 6 7
25. Every employee deserves the right to family leave when a child is born. 1 2 3 4 5 6 7
26. Having a new child is a strain on an employee and they deserve the aid of family leave. 1 2 3 4 5 6 7
27. Those who choose not to have children should support those who choose to have children under a family leave program. 1 2 3 4 5 6 7
28. In the past, employees have had children without the benefit of special leave, and therefore it is not fair to offer family leave to employees now. 1 2 3 4 5 6 7

Section V. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent are the tasks typically associated with this type of family leave masculine or feminine responsibilities:

1 2 3 4 5 6 7
 Highly Mostly Neutral Mostly Highly
 feminine Feminine masculine Masculine

2. The activities typically involved in this type of family leave are most often associated with:

1 2 3 4 5 6 7
 Female Mostly female Either female or Mostly male Male caregivers
 caregivers caregivers male caregivers

3. The family leave requested by this individual is most often made by:

1 2 3 4 5 6 7
 Men Mostly Equally by men Mostly Women
 men and women women

4. How would you rate this person's overall performance based on the written performance review:

1 2 3 4 5 6 7
 Outstanding Satisfactory Very Poor

5. Using the following scale, rate how you think this person's current performance level compares to others in a similar job:

1 2 3 4 5 6 7
 Well above About the same Well below
 average average

Part 2. DESCRIBE YOURSELF

Please provide the following information about yourself by filling in the appropriate response. This information is being gathered so that the researcher will have a better understanding of the background of individuals who participated in this study. Again, all responses will be coded numerically to retain anonymity.

1. Gender: Male ____ Female ____
2. Age: ____ years
3. Is your current position a managerial or supervisory role? Yes ____ No ____

 If yes, indicate years of professional supervisory/managerial experience:

 If less than one year indicate months, 0-11: ____ months or ____ year(s)
4. Are you currently employed in a position that requires approval before taking family leave absence?

 Yes ____ No ____ Do Not Know ____
5. In your current position, have you ever requested a family leave? Yes ____ No ____

 If yes, for what purpose: _____
6. Marital status: Single/Never Married ____ Married ____ Divorced ____ Widowed ____
7. Do you have children? Yes ____ No ____

 If yes, how old are your children?

 If yes, and your children are at home, briefly describe your current child care arrangement?

8. Have you ever had to care for elderly or ill parents?

 Yes ____ No ____
9. Do you expect to have to care for elderly or ill parents in the future?

 Yes ____ No ____
10. Please briefly describe the industry you work in (e.g., financial, pharmaceutical, communications, aerospace, manufacturing, etc.):

11. Please briefly describe your job function (e.g., sales, marketing, HR, R&D, finance, administration, etc.):

INSTRUCTIONS: After you have read the previous personnel record, please indicate your reaction to the employee by answering the following questions.

Part 1. Indicate your reactions to the employee.

Section I. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. This employee appears willing to put in a great deal of effort beyond that normally expected in order to make the organization successful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. This employee appears loyal toward the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. This employee really cares about the fate of the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. It would take a lot of change in this employee's present circumstances to cause her to leave the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. The values of this employee and the organization seem to be congruent. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. This employee would probably accept almost any type of job assignment in order to keep working for the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. This employee feels a strong sense of belonging to the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. This employee would be very happy to spend the rest of her career with this firm. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Too much in this employee's life would be disrupted if she decided she wanted to leave the organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. This employee probably feels that she has too few career options to consider leaving the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. It is likely this employee will actively look for employment outside the organization in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. This employee often thinks about quitting. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. It is likely this person will leave her job in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. This employee is committed to her career as Assistant Branch Manager. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. This employee will likely move to a higher position in her career. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

16. This employee appears determined to pursue a banking career. 1 2 3 4 5 6 7
17. This employee is likely to pursue a different career later in her life. 1 2 3 4 5 6 7
18. This employee is driven to become part of senior management at the Bank. 1 2 3 4 5 6 7

Section II. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Not at all			To a moderate extent			To a great extent

To what extent do you think this employee feels:

1. The most important things that happen to her involve her present job. 1 2 3 4 5 6 7
2. Her job is only a small part of who she is. 1 2 3 4 5 6 7
3. She is very much personally involved in her job. 1 2 3 4 5 6 7
4. She lives, eats, and breaths her job. 1 2 3 4 5 6 7
5. Most of her interests are centered around her job. 1 2 3 4 5 6 7
6. She has very strong ties with her present job which would be difficult to break. 1 2 3 4 5 6 7
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12. Is it likely this employee will perform at an acceptable level upon returning from family leave? 1 2 3 4 5 6 7
13. Is it likely this person will continue to fulfill her job requirements when returning from family leave? 1 2 3 4 5 6 7
14. Does taking a family leave to care for an ill parent put an additional burden on the employer? 1 2 3 4 5 6 7
15. Does taking a family leave to care for an ill parent violate the expectations the employer holds of the employee? 1 2 3 4 5 6 7

Section III. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent do you anticipate performance problems when this employee returns to a full-time schedule?

1 2 3 4 5 6 7
Not at all Moderately Likely Highly Likely
Likely

2. To what extent is this employee promotable beyond her current position?

1 2 3 4 5 6 7
Not at all Possibly Immediately
promotable promotable Promotable

3. What level of job performance would you expect from this employee when she returns?

1 2 3 4 5 6 7
Marginal Competent Outstanding
Performance Performance Performance

4. How likely is it that this employee would be promoted?

1 2 3 4 5 6 7
Not at all Moderately Likely Highly Likely
Likely

5. How certain are you that this employee can meet the performance standards of the job?

1 2 3 4 5 6 7
Not at all Moderately Certain Extremely
Certain Certain Certain

6. What is the risk that you would attach to a decision to promote this employee?

1 2 3 4 5 6 7
No Risk at Moderate Risk Substantial Risk
all

Section IV. For each item in this section, use the following scale. Circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

1. I believe the employee is entitled to the family leave she has requested. 1 2 3 4 5 6 7
2. If the applicant is granted the family leave that she has requested, she will be receiving a benefit that most other workers do not receive. 1 2 3 4 5 6 7
3. The family leave that the employee has requested is primarily for her own convenience. 1 2 3 4 5 6 7
4. The family leave that the employee has requested is reasonable. 1 2 3 4 5 6 7

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

5. It would be unfair to grant the family leave that this employee has requested if it is not offered to all workers. 1 2 3 4 5 6 7
6. This employee is making an unreasonable request. 1 2 3 4 5 6 7
7. The family leave that the employee has requested will be costly to the organization. 1 2 3 4 5 6 7
8. The family leave that the employee has requested would interfere with the smooth functioning of the workgroup. 1 2 3 4 5 6 7
9. Other workers will be inconvenienced if the family leave is granted. 1 2 3 4 5 6 7
10. I would be comfortable supervising this individual on the job. 1 2 3 4 5 6 7
11. I would be uneasy having to fire this individual if she was not performing according to acceptable standards. 1 2 3 4 5 6 7
12. I would be comfortable providing performance feedback to this individual. 1 2 3 4 5 6 7
13. When interacting with this individual on the job, I would be concerned that something I might say would be insulting to her. 1 2 3 4 5 6 7
14. If I had to fire this individual, others would be likely to view me as prejudiced or discriminatory. 1 2 3 4 5 6 7
15. I would not be comfortable asking this individual to redo work if the original product was inadequate. 1 2 3 4 5 6 7
16. If this employee is granted a family leave, her co-workers are likely to resent the fact that she is receiving benefits that they do not have. 1 2 3 4 5 6 7
17. Granting the request of this employee for a family leave is likely to lead to hard feelings among other workers. 1 2 3 4 5 6 7
18. Her co-workers would believe that this individual received special treatment. 1 2 3 4 5 6 7
19. The employee would be perceived by co-workers as disrupting the way their work group performs. 1 2 3 4 5 6 7
20. I expect that this employee would get along well with others in this job. 1 2 3 4 5 6 7
21. I believe that most organizations try to provide for the personal needs of all workers whenever it is feasible. 1 2 3 4 5 6 7
22. I believe that in most organizations it is highly likely that the family leave that this employee has requested would be granted. 1 2 3 4 5 6 7
23. I believe that in most organizations granting the family leave requested by this employee would represent a special exception. 1 2 3 4 5 6 7

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

24. Providing leave to employees to care for an ill parent is not fair to employees not caring for an elder. 1 2 3 4 5 6 7
25. Every employee deserves the right to family leave when a parent is ill. 1 2 3 4 5 6 7
26. Having an ill parent is a strain on an employee and they deserve the aid of family leave. 1 2 3 4 5 6 7
27. Those who choose not to care for an ill parent should support those who choose to care for an ill parent under a family leave program. 1 2 3 4 5 6 7
28. In the past, employees have had to care for an ill parent without the benefit of special leave, and therefore it is not fair to offer family leave to employees now. 1 2 3 4 5 6 7

Section V. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent are the tasks typically associated with this type of family leave masculine or feminine responsibilities:

1 2 3 4 5 6 7
 Highly Mostly Neutral Mostly Highly
 feminine Feminine masculine Masculine

2. The activities typically involved in this type of family leave are most often associated with:

1 2 3 4 5 6 7
 Female Mostly female Either female or Mostly male Male caregivers
 caregivers caregivers male caregivers

3. The family leave requested by this individual is most often made by:

1 2 3 4 5 6 7
 Men Mostly Equally by men Mostly Women
 men and women women

4. How would you rate this person's overall performance based on the written performance review:

1 2 3 4 5 6 7
 Outstanding Satisfactory Very Poor

5. Using the following scale, rate how you think this person's current performance level compares to others in a similar job:

1 2 3 4 5 6 7
 Well above About the same Well below
 average average

Part 2. DESCRIBE YOURSELF

Please provide the following information about yourself by filling in the appropriate response. This information is being gathered so that the researcher will have a better understanding of the background of individuals who participated in this study. Again, all responses will be coded numerically to retain anonymity.

1. Gender: Male ____ Female ____
2. Age: ____ years
3. Is your current position a managerial or supervisory role? Yes ____ No ____
If yes, indicate years of professional supervisory/managerial experience:
If less than one year indicate months, 0-11: ____ months or ____ year(s)
4. Are you currently employed in a position that requires approval before taking family leave absence?
Yes ____ No ____ Do Not Know ____
5. In your current position, have you ever requested a family leave? Yes ____ No ____
If yes, for what purpose: _____
6. Marital status: Single/Never Married ____ Married ____ Divorced ____ Widowed ____
7. Do you have children? Yes ____ No ____
If yes, how old are your children?

If yes, and your children are at home, briefly describe your current child care arrangement?

8. Have you ever had to care for elderly or ill parents?
Yes ____ No ____
9. Do you expect to have to care for elderly or ill parents in the future?
Yes ____ No ____
10. Please briefly describe the industry you work in (e.g., financial, pharmaceutical, communications, aerospace, manufacturing, etc.):

11. Please briefly describe your job function (e.g., sales, marketing, HR, R&D, finance, administration, etc.):

INSTRUCTIONS: After you have read the previous personnel record, please indicate your reaction to the employee by answering the following questions.

Part 1. Indicate your reactions to the employee.

Section I. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. This employee appears willing to put in a great deal of effort beyond that normally expected in order to make the organization successful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. This employee appears loyal toward the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. This employee really cares about the fate of the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. It would take a lot of change in this employee's present circumstances to cause him to leave the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. The values of this employee and the organization seem to be congruent. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. This employee would probably accept almost any type of job assignment in order to keep working for the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. This employee feels a strong sense of belonging to the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. This employee would be very happy to spend the rest of his career with this firm. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Too much in this employee's life would be disrupted if he decided he wanted to leave the organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. This employee probably feels that he has too few career options to consider leaving the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. It is likely this employee will actively look for employment outside the organization in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. This employee often thinks about quitting. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. It is likely this person will leave his job in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. This employee is committed to his career as Assistant Branch Manager. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. This employee will likely move to a higher position in his career. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

16. This employee appears determined to pursue a banking career. 1 2 3 4 5 6 7
17. This employee is likely to pursue a different career later in his life. 1 2 3 4 5 6 7
18. This employee is driven to become part of senior management at the Bank. 1 2 3 4 5 6 7

Section II. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Not at all			To a moderate extent			To a great extent

To what extent do you think this employee feels:

1. The most important things that happen to him involve his present job. 1 2 3 4 5 6 7
2. His job is only a small part of who he is. 1 2 3 4 5 6 7
3. He is very much personally involved in his job. 1 2 3 4 5 6 7
4. He lives, eats, and breaths his job. 1 2 3 4 5 6 7
5. Most of his interests are centered around his job. 1 2 3 4 5 6 7
6. He has very strong ties with his present job which would be difficult to break. 1 2 3 4 5 6 7
7. He is detached from his job. 1 2 3 4 5 6 7
8. Most of his personal life goals are job-oriented. 1 2 3 4 5 6 7
9. His job is central to his existence. 1 2 3 4 5 6 7
10. He is absorbed in his job most of the time. 1 2 3 4 5 6 7
11. Is it likely this employee will return to his job after taking family leave? 1 2 3 4 5 6 7
12. Is it likely this employee will perform at an acceptable level upon returning from family leave? 1 2 3 4 5 6 7
13. Is it likely this person will continue to fulfill his job requirements when returning from family leave? 1 2 3 4 5 6 7
14. Does taking a family leave to care for a new baby put an additional burden on the employer? 1 2 3 4 5 6 7
15. Does taking a family leave to care for a new baby violate the expectations the employer holds of the employee? 1 2 3 4 5 6 7

Section III. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent do you anticipate performance problems when this employee returns to a full-time schedule?

1 2 3 4 5 6 7
Not at all Moderately Likely Highly Likely
Likely

2. To what extent is this employee promotable beyond his current position?

1 2 3 4 5 6 7
Not at all Possibly Immediately
promotable promotable Promotable

3. What level of job performance would you expect from this employee when he returns?

1 2 3 4 5 6 7
Marginal Competent Outstanding
Performance Performance Performance

4. How likely is it that this employee would be promoted?

1 2 3 4 5 6 7
Not at all Moderately Likely Highly Likely
Likely

5. How certain are you that this employee can meet the performance standards of the job?

1 2 3 4 5 6 7
Not at all Moderately Certain Extremely
Certain Certain

6. What is the risk that you would attach to a decision to promote this employee?

1 2 3 4 5 6 7
No Risk at Moderate Risk Substantial Risk
all

Section IV. For each item in this section, use the following scale. Circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

1. I believe the employee is entitled to the family leave he has requested. 1 2 3 4 5 6 7
2. If the applicant is granted the family leave that he has requested, he will be receiving a benefit that most other workers do not receive. 1 2 3 4 5 6 7
3. The family leave that the employee has requested is primarily for his own convenience. 1 2 3 4 5 6 7
4. The family leave that the employee has requested is reasonable. 1 2 3 4 5 6 7

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

5. It would be unfair to grant the family leave that this employee has requested if it is not offered to all workers. 1 2 3 4 5 6 7
6. This employee is making an unreasonable request. 1 2 3 4 5 6 7
7. The family leave that the employee has requested will be costly to the organization. 1 2 3 4 5 6 7
8. The family leave that the employee has requested would interfere with the smooth functioning of the workgroup. 1 2 3 4 5 6 7
9. Other workers will be inconvenienced if the family leave is granted. 1 2 3 4 5 6 7
10. I would be comfortable supervising this individual on the job. 1 2 3 4 5 6 7
11. I would be uneasy having to fire this individual if he was not performing according to acceptable standards. 1 2 3 4 5 6 7
12. I would be comfortable providing performance feedback to this individual. 1 2 3 4 5 6 7
13. When interacting with this individual on the job, I would be concerned that something I might say would be insulting to him. 1 2 3 4 5 6 7
14. If I had to fire this individual, others would be likely to view me as prejudiced or discriminatory. 1 2 3 4 5 6 7
15. I would not be comfortable asking this individual to redo work if the original product was inadequate. 1 2 3 4 5 6 7
16. If this employee is granted a family leave, his co-workers are likely to resent the fact that he is receiving benefits that they do not have. 1 2 3 4 5 6 7
17. Granting the request of this employee for a family leave is likely to lead to hard feelings among other workers. 1 2 3 4 5 6 7
18. His co-workers would believe that this individual received special treatment. 1 2 3 4 5 6 7
19. The employee would be perceived by co-workers as disrupting the way their work group performs. 1 2 3 4 5 6 7
20. I expect that this employee would get along well with others in this job. 1 2 3 4 5 6 7
21. I believe that most organizations try to provide for the personal needs of all workers whenever it is feasible. 1 2 3 4 5 6 7
22. I believe that in most organizations it is highly likely that the family leave that this employee has requested would be granted. 1 2 3 4 5 6 7
23. I believe that in most organizations granting the family leave requested by this employee would represent a special exception. 1 2 3 4 5 6 7

Part 2. DESCRIBE YOURSELF

Please provide the following information about yourself by filling in the appropriate response. This information is being gathered so that the researcher will have a better understanding of the background of individuals who participated in this study. Again, all responses will be coded numerically to retain anonymity.

1. Gender: Male _____ Female _____
2. Age: _____ years
3. Is your current position a managerial or supervisory role? Yes _____ No _____

 If yes, indicate years of professional supervisory/managerial experience:

 If less than one year indicate months, 0-11: _____ months or _____ year(s)
4. Are you currently employed in a position that requires approval before taking family leave absence?

 Yes _____ No _____ Do Not Know _____
5. In your current position, have you ever requested a family leave? Yes _____ No _____

 If yes, for what purpose: _____
6. Marital status: Single/Never Married _____ Married _____ Divorced _____ Widowed _____
7. Do you have children? Yes _____ No _____

 If yes, how old are your children?

 If yes, and your children are at home, briefly describe your current child care arrangement?

8. Have you ever had to care for elderly or ill parents?

 Yes _____ No _____
9. Do you expect to have to care for elderly or ill parents in the future?

 Yes _____ No _____
10. Please briefly describe the industry you work in (e.g., financial, pharmaceutical, communications, aerospace, manufacturing, etc.):

11. Please briefly describe your job function (e.g., sales, marketing, HR, R&D, finance, administration, etc.):

INSTRUCTIONS: After you have read the previous personnel record, please indicate your reaction to the employee by answering the following questions.

Part 1. Indicate your reactions to the employee.

Section I. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. This employee appears willing to put in a great deal of effort beyond that normally expected in order to make the organization successful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. This employee appears loyal toward the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. This employee really cares about the fate of the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. It would take a lot of change in this employee's present circumstances to cause him to leave the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. The values of this employee and the organization seem to be congruent. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. This employee would probably accept almost any type of job assignment in order to keep working for the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. This employee feels a strong sense of belonging to the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. This employee would be very happy to spend the rest of his career with this firm. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. Too much in this employee's life would be disrupted if he decided he wanted to leave the organization now. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. This employee probably feels that he has too few career options to consider leaving the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. It is likely this employee will actively look for employment outside the organization in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. This employee often thinks about quitting. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. It is likely this person will leave his job in the next year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. This employee is committed to his career as Assistant Branch Manager. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. This employee will likely move to a higher position in his career. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

16. This employee appears determined to pursue a banking career. 1 2 3 4 5 6 7
17. This employee is likely to pursue a different career later in his life. 1 2 3 4 5 6 7
18. This employee is driven to become part of senior management at the Bank. 1 2 3 4 5 6 7

Section II. For each item in this section, use the following scale. Please circle only ONE number for each item.

1	2	3	4	5	6	7
Not at all			To a moderate extent			To a great extent

To what extent do you think this employee feels:

1. The most important things that happen to him involve his present job. 1 2 3 4 5 6 7
2. His job is only a small part of who he is. 1 2 3 4 5 6 7
3. He is very much personally involved in his job. 1 2 3 4 5 6 7
4. He lives, eats, and breaths his job. 1 2 3 4 5 6 7
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6. He has very strong ties with his present job which would be difficult to break. 1 2 3 4 5 6 7
7. He is detached from his job. 1 2 3 4 5 6 7
8. Most of his personal life goals are job-oriented. 1 2 3 4 5 6 7
9. His job is central to his existence. 1 2 3 4 5 6 7
10. He is absorbed in his job most of the time. 1 2 3 4 5 6 7
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12. Is it likely this employee will perform at an acceptable level upon returning from family leave? 1 2 3 4 5 6 7
13. Is it likely this person will continue to fulfill his job requirements when returning from family leave? 1 2 3 4 5 6 7
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15. Does taking a family leave to care for an ill parent violate the expectations the employer holds of the employee? 1 2 3 4 5 6 7

Section III. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent do you anticipate performance problems when this employee returns to a full-time schedule?

1	2	3	4	5	6	7
Not at all Likely			Moderately Likely			Highly Likely

2. To what extent is this employee promotable beyond his current position?

1	2	3	4	5	6	7
Not at all promotable			Possibly promotable			Immediately Promotable

3. What level of job performance would you expect from this employee when he returns?

1	2	3	4	5	6	7
Marginal Performance			Competent Performance			Outstanding Performance

4. How likely is it that this employee would be promoted?

1	2	3	4	5	6	7
Not at all Likely			Moderately Likely			Highly Likely

5. How certain are you that this employee can meet the performance standards of the job?

1	2	3	4	5	6	7
Not at all Certain			Moderately Certain			Extremely Certain

6. What is the risk that you would attach to a decision to promote this employee?

1	2	3	4	5	6	7
No Risk at all			Moderate Risk			Substantial Risk

Section IV. For each item in this section, use the following scale. Circle only ONE number for each item.

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. I believe the employee is entitled to the family leave he has requested. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. If the applicant is granted the family leave that he has requested, he will be receiving a benefit that most other workers do not receive. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. The family leave that the employee has requested is primarily for his own convenience. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. The family leave that the employee has requested is reasonable. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

5. It would be unfair to grant the family leave that this employee has requested if it is not offered to all workers. 1 2 3 4 5 6 7
6. This employee is making an unreasonable request. 1 2 3 4 5 6 7
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23. I believe that in most organizations granting the family leave requested by this employee would represent a special exception. 1 2 3 4 5 6 7

1	2	3	4	5	6	7
Strongly Disagree			Neither Agree nor Disagree			Strongly Agree

24. Providing leave to employees to care for an ill parent is not fair to employees not caring for an elder. 1 2 3 4 5 6 7
25. Every employee deserves the right to family leave when a parent is ill. 1 2 3 4 5 6 7
26. Having an ill parent is a strain on an employee and they deserve the aid of family leave. 1 2 3 4 5 6 7
27. Those who choose not to care for an ill parent should support those who choose to care for an ill parent under a family leave program. 1 2 3 4 5 6 7
28. In the past, employees have had to care for an ill parent without the benefit of special leave, and therefore it is not fair to offer family leave to employees now. 1 2 3 4 5 6 7

Section V. For each item in this section, circle a number on the rating scale provided to indicate your response. Please circle only ONE number.

1. To what extent are the tasks typically associated with this type of family leave masculine or feminine responsibilities:

1 2 3 4 5 6 7
 Highly Mostly Neutral Mostly Highly
 feminine Feminine masculine Masculine

2. The activities typically involved in this type of family leave are most often associated with:

1 2 3 4 5 6 7
 Female Mostly female Either female or Mostly male Male caregivers
 caregivers caregivers male caregivers

3. The family leave requested by this individual is most often made by:

1 2 3 4 5 6 7
 Men Mostly Equally by men Mostly Women
 men and women women

4. How would you rate this person's overall performance based on the written performance review:

1 2 3 4 5 6 7
 Outstanding Satisfactory Very Poor

5. Using the following scale, rate how you think this person's current performance level compares to others in a similar job:

1 2 3 4 5 6 7
 Well above About the same Well below
 average average

Part 2. DESCRIBE YOURSELF

Please provide the following information about yourself by filling in the appropriate response. This information is being gathered so that the researcher will have a better understanding of the background of individuals who participated in this study. Again, all responses will be coded numerically to retain anonymity.

1. Gender: Male ____ Female ____
2. Age: ____ years
3. Is your current position a managerial or supervisory role? Yes ____ No ____
If yes, indicate years of professional supervisory/managerial experience:
If less than one year indicate months, 0-11: ____ months or ____ year(s)
4. Are you currently employed in a position that requires approval before taking family leave absence?
Yes ____ No ____ Do Not Know ____
5. In your current position, have you ever requested a family leave? Yes ____ No ____
If yes, for what purpose: _____
6. Marital status: Single/Never Married ____ Married ____ Divorced ____ Widowed ____
7. Do you have children? Yes ____ No ____
If yes, how old are your children?

If yes, and your children are at home, briefly describe your current child care arrangement?

8. Have you ever had to care for elderly or ill parents?
Yes ____ No ____
9. Do you expect to have to care for elderly or ill parents in the future?
Yes ____ No ____
10. Please briefly describe the industry you work in (e.g., financial, pharmaceutical, communications, aerospace, manufacturing, etc.):

11. Please briefly describe your job function (e.g., sales, marketing, HR, R&D, finance, administration, etc.):

Appendix I

Executive Summary Sent to Participating Companies

**Reactions to Male and Female Employees
Requesting Family Leave for Childcare and Eldercare**

Executive Summary

**Prepared by Genevieve H. Hendrix, MS
Colorado State University**

Presented to Participating Companies

Reactions to Male and Female Employees Requesting Family Leave for Childcare and Eldercare

Executive Summary

Prepared by Genevieve H. Hendrix, Colorado State University

Note: This summary outlines the findings of a dissertation research project towards the Doctor of Philosophy Degree in Psychology, Colorado State University

Overview

The Family and Medical Leave Act (FMLA) allows employees of firms with over 50 employees to take up to 12 weeks of unpaid leave to care for a new child, ill parent, ill spouse or self. This research was designed to help better understand how employees who take advantage of the provisions of FMLA may be perceived by others in the organization. Of particular interest is the question of whether requesting leave under FMLA affects how others perceive the individual's work attitudes such as commitment to the organization or the job, the perceptions of the individual's level of performance, and perceived effects of a leave on the organization itself.

This is an important research question because the challenge of managing work and family issues will likely continue to grow as more women with children enter the workforce and as an aging population puts more eldercare demands on workers. In addition, employers are implementing their own programs to accommodate the needs of employees faced with childcare or eldercare. If employees believe that taking family leave can have an adverse impact on how one is viewed within the organization it can undermine the intent of FMLA and frustrate organizations' attempts to help employees balance work and family obligations.

To provide insight into the issue under investigation, two key variables were included in the research design: gender of the person requesting leave (male or female) and the reason for the requested leave (childcare or eldercare). It was expected that men requesting leave would be perceived more negatively than women requesting leave. Further it was expected that those requesting leave for childcare would be perceived more negatively than those requesting leave for eldercare.

Procedure

Participants were asked to read a personnel file about a worker in a bank and then to complete a questionnaire designed to capture their perceptions of the focal person. This person was presented as an assistant branch manager with an unexceptional career advancement history. The file included a current performance appraisal depicting a satisfactory level of performance and a form indicating that the individual had requested a leave of absence under FMLA. There were four variations of the personnel file:

- Female employee who had requested a leave for childcare
- Male employee who had requested a leave for childcare
- Female employee who had requested a leave for eldercare
- Male employee who had requested a leave for eldercare

Participants saw only one of the four variations. They were instructed to read the personnel information carefully and then respond to approximately 70 questions concerning the focal person and the impact of taking the requested leave. All responses were voluntary, confidential and anonymous; participants were not required to provide their names.

Participants in the study were employed at one of four large companies. The participating companies' primary industries were pharmaceutical, manufacturing, aerospace, and utility. A total of 633 questionnaires were distributed and 194 (30.65%) usable questionnaires were returned. Of the respondents, 53% are male and 47% female. The average age is 41 with a

range of 21 to 62 years. Sixty-seven percent of the respondents are currently in supervisory positions having supervised for an average of 10 years. Of the respondents, 75% are married, 66.5% have children, 8.2% have requested family leave mainly for childcare (81%), 25.8% have had to care for an elderly or ill parent in the past and 67.5% expect to in the future. Respondents mainly hold Human Resource (50%) or Research and Development (31%) positions.

Findings

The research considered the effect gender and reason for leave have on a number of outcome measures (see attachment).

For the majority of outcome measures, no significant differences were found. Specifically, participants did not view men and women requesting leave for either childcare or eldercare differently in terms of their job attitudes and future performance, effects their leave would have on the organization and the extent to which a request for leave violates an underlying contract between employer and employee.

There were however some interesting findings regarding fairness. Participants indicated that it is more appropriate for a female to request leave than for a male. Secondly, a female was perceived to be more entitled to a request for family leave than a male. Thirdly, a male was rated as requesting a leave primarily for his own convenience to a greater extent than a female. These results occurred regardless of the reason for leave. These results support the hypothesis that men would be rated more negatively than women when requesting a family leave.

It was further hypothesized that those requesting leave for childcare would be rated less favorably than those requesting leave for eldercare based on the tested assumption that childcare is perceived to be a more feminine responsibility than eldercare and therefore more negatively viewed. One finding supported this hypothesis. The person requesting leave for childcare, regardless of gender, was perceived as doing so to a greater extent for his or her own convenience than the person requesting leave for eldercare.

Additional Findings

Some additional findings were also interesting. When considering the participant's gender, it was found that in all cases where there were significant differences in ratings by men and women, male respondents provided more negative ratings than female respondents. Specifically, male respondents provided more negative ratings of perceived organization commitment, perceptions of future performance, perceived career commitment, perceptions of fairness, perceptions of appropriateness, perceptions of convenience, risk to the organization, cost to the organization, co-worker affect, and burden on the employer than did female participants.

Implications

The research indicates that there are perceptions that men are not as entitled to family leave as women and that it is seen as less appropriate for men to request a family leave. This finding has implications for Human Resource professionals, management and men requesting family leave. Considerations as to how to overcome possible barriers for men need to be considered.

This said, it is important to note that although differences between men and women requesting leave were detected, the overall perception was that it is generally fair and appropriate for both men and women to request a leave of this nature. That is, the differences in average ratings, although significant, were small.

It may be considered good news that men and women requesting leave are perceived similarly. Additionally, as the FMLA covers leave for various reasons it may also be considered positive

that the two reasons for leave did not result in different perceptions. The finding indicating that men are perhaps harsher judges of those requesting leave needs to be considered more fully in future research. These preliminary findings suggest there may be biases from male bosses and co-workers to a greater extent than from female bosses and co-workers.

This research takes a step in helping organizations to better understand what attitudes about family leave, and those who use it, currently exist in the workforce. Future research will need to continue to focus on issues related to workers who have to balance responsibilities both at work and at home.

Attachment

Outcome measures considered in this research were grouped into four categories and are as follows. An example of a survey item assessing each measure is also provided.

Job Attitudes and Performance

- Perceived Organizational Commitment
"This employee appears loyal towards the organization"
- Perceived Job Involvement
"This employees job is only a small part of who he/she is"
- Perceived Intentions to Quit
"This employee often thinks about quitting"
- Perceived Career Commitment
"This employee is committed to his/her career as assistant branch manager"
- Future Performance
"To what extent do you anticipate performance problems when this employee returns to a full-time schedule?"

Perceptions of Fairness

- Fairness
"Providing leave to an employee to care for a new baby (ill parent) is not fair to employees without children (those not caring for an elder)"
- Entitlement
"I believe this employee is entitled to the family leave he/she has requested" and "The family leave that the employee has requested is primarily for his/her own convenience"
- Appropriateness
"The family leave that the employee has requested is reasonable"

Effects on the Organization

- Risk
"How certain are you that this employee can meet the performance standards of the job?"
- Cost
"The family leave that the employee has requested will be costly to the organization"
- Supervisory Affect
"I would be comfortable supervising this individual on the job"
- Co-Worker Affect
"Granting the request of this employee for a family leave is likely to lead to hard feelings among other co-workers"
- Environment
"I believe that in most organizations it is highly likely that the family leave that this employee has requested would be granted"

Violating the Psychological Contract

- Violating the Psychological Contract
"Does the employee meet the expectations of his/her employer"
- Burden of leave on the employer
"Does taking a family leave to care for a new baby (ill parent) put an additional burden on the employer?"

Appendix J

Additional Analysis: Means (and Standard Deviations) for Dependent Measures Across Gender of Subject

Means (and Standard Deviations) for Dependent Measures: Male Subjects

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	103	4.10 (.44)
Perceived Intentions to Quit	103	4.45 (.94)
Perceived Career Commitment	103	4.10 (.83)
Perceived Job Involvement	103	3.39 (.73)
Perceived Future Performance	103	4.39 (.94)
Perceived Fairness	103	5.69 (1.12)
Appropriateness	103	6.03 (1.18)
Entitlement (item 1)	103	6.42 (1.18)
Entitlement (item 2)	103	5.13 (1.89)
Entitlement (item 3)	102	4.68 (1.79)
Risk	103	4.57 (1.17)
Cost	103	3.52 (1.10)
Supervisory Affect	103	5.23 (.96)
Co-Worker Affect	103	4.77 (1.05)
Environment	103	5.16 (1.00)
Violating the Psychological Contract	103	5.54 (.89)
Violating the Psychological Contract (4th item)	103	3.06 (1.39)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Means (and Standard Deviations) for Dependent Measures: Female Subjects

Measure	n	Mean (S.D.)
Perceived Organizational Commitment	91	4.30 (.58)
Perceived Intentions to Quit	91	4.62 (.97)
Perceived Career Commitment	91	4.33 (.79)
Perceived Job Involvement	88	3.43 (.74)
Perceived Future Performance	89	4.62 (.67)
Perceived Fairness	91	5.98 (.93)
Appropriateness	91	6.32 (.98)
Entitlement (item 1)	91	6.58 (.93)
Entitlement (item 2)	91	5.48 (1.73)
Entitlement (item 3)	91	5.22 (1.93)
Risk	90	4.91 (.96)
Cost	91	3.93 (1.25)
Supervisory Affect	91	5.34 (.80)
Co-Worker Affect	91	5.18 (1.14)
Environment	91	5.08 (1.38)
Violating the Psychological Contract	90	5.73 (.80)
Violating the Psychological Contract (4th item)	91	3.66 (1.61)

Note: All items on a 1-7 scale
All measures: 1=negative rating and 7=positive rating

Appendix K

Additional Analysis: Multivariate F-test Results

Multivariate F-test Results: Target Gender by Leave Reason by Subject Gender

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceptions of Job Attitudes and Performance	Target gender	.459 (5,177)	.806	.013
	Leave reason	1.582 (5,177)	.168	.043
	Subject gender	2.052 (5,177)	.074	.055
	Target gender X Leave reason	.093 (5,177)	.993	.003
	Leave reason X Subject gender	1.666 (5,177)	.145	.045
	Target gender X Subject gender	.889 (5,177)	.490	.024
	3-way interaction	.439 (5,177)	.821	.012
Fairness	Target gender	1.962 (5,181)	.086	.051
	Leave reason	4.077 (5,181)	.002	.101
	Subject gender	2.347 (5,181)	.043	.061
	Target gender X Leave reason	1.426 (5,181)	.217	.038
	Leave reason X Subject gender	.405 (5,181)	.845	.011
	Target gender X Subject gender	2.167 (5,181)	.060	.056
	3-way interaction	.798 (5,181)	.553	.022

Multivariate F-test Results: Target Gender by Leave Reason by Subject Gender continued

Measure	Effect	F (df)	Sig. of F	Eta Squared
Effects on the Organization	Target gender	.370 (5,181)	.869	.010
	Leave reason	.291 (5,181)	.918	.008
	Subject gender	2.418 (5,181)	.038	.063
	Target gender X Leave reason	.972 (5,181)	.436	.026
	Leave reason X Subject gender	1.012 (5,181)	.412	.027
	Target gender X Subject gender	1.093 (5,181)	.366	.029
	3-way interaction	.466 (5,181)	.801	.013
Violating the Psychological Contract	Target gender	.388 (2,184)	.679	.004
	Leave reason	1.230 (2,184)	.295	.013
	Subject gender	4.469 (2,184)	.013	.046
	Target gender X Leave reason	.265 (2,184)	.768	.003
	Leave reason X Subject gender	.050 (2,184)	.951	.001
	Target gender X Subject gender	.368 (2,184)	.693	.004
	3-way interaction	.964 (2,184)	.383	.010

Appendix L

Additional Analysis: Univariate F-test Results

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceived Organizational Commitment	Target gender	.882 (1,186)	.349	.005
	Leave reason	.294 (1,186)	.588	.002
	Subject gender	6.807 (1,186)	.010	.035
	Target gender X Leave reason	.027 (1,186)	.871	.000
	Leave reason X Subject gender	.254 (1,186)	.615	.001
	Target gender X Subject gender	2.308 (1,186)	.130	.012
	3-way interaction	1.025 (1,186)	.313	.005
Perceived Job Involvement	Target gender	.005 (1,183)	.946	.000
	Leave reason	5.069 (1,183)	.026	.027
	Subject gender	.088 (1,183)	.767 (1,183)	.000
	Target gender X Leave reason	.030 (1,183)	.863	.000
	Leave reason X Subject gender	.672 (1,183)	.414	.004
	Target gender X Subject gender	.175 (1,183)	.677	.001
	3-way interaction	1.695 (1,183)	.195	.009

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceived Intentions To Quit	Target gender	1.169 (1,186)	.281	.006
	Leave reason	.834 (1,186)	.362	.004
	Subject gender	1.373 (1,186)	.243	.007
	Target gender X Leave reason	.028 (1,186)	.866	.000
	Leave reason X Subject gender	6.710 (1,186)	.010	.035
	Target gender X Subject gender	.294 (1,186)	.588	.002
	3-way interaction	.000 (1,186)	.984	.000
Perceptions of Future Performance	Target gender	.983 (1,184)	.323	.005
	Leave reason	1.474 (1,184)	.226	.008
	Subject gender	3.005 (1,184)	.085	.016
	Target gender X Leave reason	.271 (1,184)	.603	.001
	Leave reason X Subject gender	.163 (1,184)	.687	.001
	Target gender X Subject gender	1.554 (1,184)	.214	.008
	3-way interaction	.530 (1,184)	.467	.003

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceived Career Commitment	Target gender	.337 (1,186)	.562	.002
	Leave reason	.735 (1,186)	.392	.004
	Subject gender	3.080 (1,186)	.081	.016
	Target gender X Leave reason	.000 (1,186)	.994	.000
	Leave reason X Subject gender	1.560 (1,186)	.213	.008
	Target gender X Subject gender	1.354 (1,186)	.246	.007
	3-way interaction	.299 (1,186)	.585	.002
Perceptions of Fairness	Target gender	.148 (1,186)	.701	.001
	Leave reason	1.553 (1,186)	.214	.008
	Subject gender	3.698 (1,186)	.056	.019
	Target gender X Leave reason	1.423 (1,186)	.234	.008
	Leave reason X Subject gender	.157 (1,186)	.692	.001
	Target gender X Subject gender	.906 (1,186)	.342	.005
	3-way interaction	.277 (1,186)	.599	.001

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Perceptions of Appropriateness	Target gender	4.692 (1,186)	.032	.025
	Leave reason	.007 (1,186)	.932	.000
	Subject gender	3.324 (1,186)	.070	.018
	Target gender X Leave reason	.015 (1,186)	.902	.000
	Leave reason X Subject gender	.032 (1,186)	.858	.000
	Target gender X Subject gender	.431 (1,186)	.512	.002
	3-way interaction	.000 (1,186)	.993	.000
Entitlement Item #1	Target gender	2.934 (1,186)	.088	.016
	Leave reason	.049 (1,186)	.825	.000
	Subject gender	.847 (1,186)	.359	.005
	Target gender X Leave reason	.578 (1,186)	.448	.003
	Leave reason X Subject gender	.425 (1,186)	.515	.002
	Target gender X Subject gender	.995 (1,186)	.320	.005
	3-way interaction	2.041 (1,186)	.155	.011

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Entitlement Item #2	Target gender	.976 (1,186)	.325	.005
	Leave reason	.387 (1,186)	.535	.002
	Subject gender	2.224 (1,186)	.138	.012
	Target gender X Leave reason	1.211 (1,186)	.273	.006
	Leave reason X Subject gender	.188 (1,186)	.665	.001
	Target gender X Subject gender	1.661 (1,186)	.199	.009
	3-way interaction	.761 (1,186)	.384	.004
Entitlement Item #3	Target gender	6.092 (1,185)	.014	.032
	Leave reason	17.115 (1,185)	.000	.085
	Subject gender	6.061 (1,185)	.015	.032
	Target gender X Leave reason	1.293 (1,185)	.257	.007
	Leave reason X Subject gender	.360 (1,185)	.549	.002
	Target gender X Subject gender	4.182 (1,185)	.042	.022
	3-way interaction	.012 (1,185)	.913	.000

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Risk	Target gender	.318 (1,185)	.573	.002
	Leave reason	.199 (1,185)	.656	.001
	Subject gender	4.273 (1,185)	.040	.023
	Target gender X Leave reason	.616 (1,185)	.434	.003
	Leave reason X Subject gender	2.100 (1,185)	.149	.011
	Target gender X Subject gender	.523 (1,185)	.471	.003
	3-way interaction	.005 (1,185)	.947	.000
Cost	Target gender	.468 (1,186)	.495	.003
	Leave reason	.644 (1,186)	.423	.003
	Subject gender	6.219 (1,186)	.014	.032
	Target gender X Leave reason	.067 (1,186)	.796	.000
	Leave reason X Subject gender	2.493 (1,186)	.116	.013
	Target gender X Subject gender	1.874 (1,186)	.173	.010
	3-way interaction	1.111 (1,186)	.293	.006

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Supervisor Affect	Target gender	.575 (1,186)	.449	.003
	Leave reason	.346 (1,186)	.557	.002
	Subject gender	.610 (1,186)	.436	.003
	Target gender X Leave reason	2.349 (1,186)	.127	.012
	Leave reason X Subject gender	.006 (1,186)	.940	.000
	Target gender X Subject gender	.000 (1,186)	.982	.000
	3-way interaction	1.176 (1,186)	.280	.006
Co-Worker Affect	Target gender	.001 (1,186)	.979	.000
	Leave reason	.052 (1,186)	.820	.000
	Subject gender	6.672 (1,186)	.011	.035
	Target gender X Leave reason	.047 (1,186)	.828	.000
	Leave reason X Subject gender	.010 (1,186)	.920	.000
	Target gender X Subject gender	.385 (1,186)	.536	.002
	3-way interaction	.109 (1,186)	.742	.001

Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Environment	Target gender	.002 (1,186)	.988	.000
	Leave reason	.248 (1,186)	.619	.001
	Subject gender	.071 (1,186)	.791	.000
	Target gender X Leave reason	1.507 (1,186)	.221	.008
	Leave reason X Subject gender	.245 (1,186)	.621	.001
	Target gender X Subject gender	1.850 (1,186)	.175	.010
	3-way interaction	.174 (1,186)	.677	.001
Violating the Psychological Contract	Target gender	.756 (1,185)	.386	.004
	Leave reason	1.954 (1,185)	.164	.010
	Subject gender	1.803 (1,185)	.181	.010
	Target gender X Leave reason	.491 (1,185)	.484	.003
	Leave reason X Subject gender	.063 (1,185)	.802	.000
	Target gender X Subject gender	.533 (1,185)	.466	.003
	3-way interaction	.029 (1,185)	.865	.000

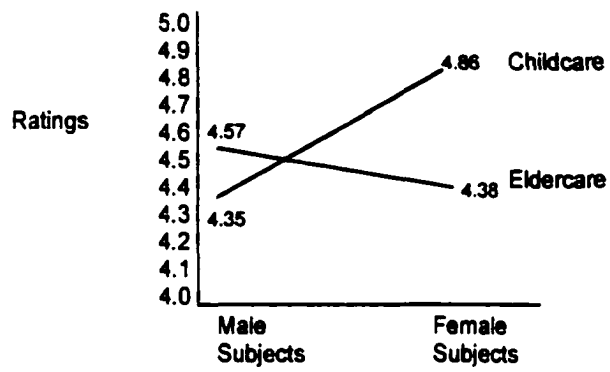
Univariate F-test Results: Target Gender by Leave Reason by Subject Gender (continued)

Measure	Effect	F (df)	Sig. of F	Eta Squared
Violating the Psychological Contract - Item #4	Target gender	.013 (1,186)	.908	.000
	Leave reason	.466 (1,186)	.496	.003
	Subject gender	7.018 (1,186)	.009	.036
	Target gender X Leave reason	.060 (1,186)	.808	.000
	Leave reason X Subject gender	.055 (1,186)	.814	.000
	Target gender X Subject gender	.171 (1,186)	.680	.001
	3-way interaction	1.811 (1,186)	.180	.010

Appendix M

Additional Analysis:

Perceived Intentions to Quit: Leave Reason X Subject Gender Interaction



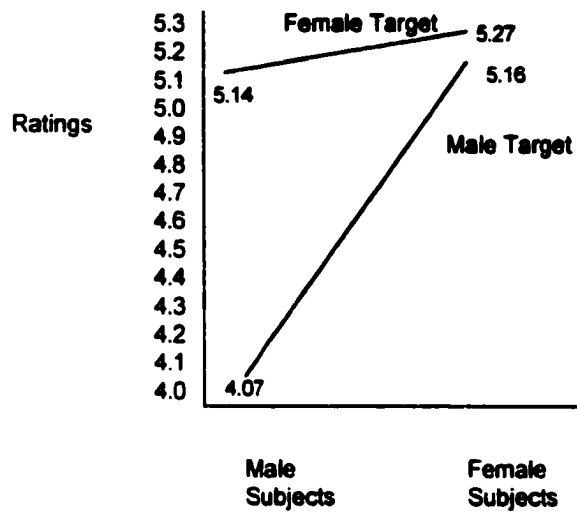
Perceived Intentions to Quit: Leave reason X Subject gender Interaction: no significant main effects

Note: 1-7 scale; 1: intends to quit; 7: does not intend to quit

Appendix N

Additional Analysis:

Entitlement Item #3: Target Gender X Subject Gender Interaction



Entitlement Item #3: Target gender X Subject gender Interaction: main effects for both variables

Note: 1-7 scale; 1 = negative rating; 7 = positive rating