

PROMOTIONAL BIAS AGAINST THOSE WHO UTILIZE FMLA:
THE INFLUENCE OF GENDER AND FREQUENCY OF USE

by

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(Under the Direction of KECIA M. THOMAS)

ABSTRACT

Despite the growing need for family friendly work policies, few studies have investigated how use of such policies are viewed within organizations. This study examined the issue by focusing on how use of the Family Medical Leave Act (FMLA), affects managerial-level promotion decisions, and whether applicant's gender influences this relationship. A 2x3 design was used to address this question. FMLA use was negatively related to promotability ratings, but only multiple leaves appeared disadvantageous for an employee's career. Males who took two leaves received the lowest promotability ratings. Perceived affective commitment partially mediated the relationship between FMLA use and promotability ratings, while gender moderated the perceived affective commitment and promotability relationship.

INDEX WORDS: Promotions, Family medical leave, Employment bias, Gender-role stereotypes, Workplace diversity, Affective and continuance commitment, Career

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DEDICATION

Mom and Dad, this thesis is dedicated to you in honor of your guidance, nurturance, unwavering support, and abundant love. The steady foundation you provided me as a child, gave me the confidence to pursue my heart's desire and perhaps more importantly the strength of spirit to continue along that path when the road was rough and I was weary. You have my endless love and respect.

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CHAPTER 1

INTRODUCTION

Rapid social, economic and technological changes have perhaps forever ended the separation of family and work. Once considered separate worlds the two have become increasingly merged, particularly with the advent of the working mom as a staple of the labor force. The percent of working mothers with children under the age of 18 leapt from just 27.3% in 1970 to 67% in 1987 (Mason, 1992). As a consequence, increased pressure was placed upon politicians and organizations to create and implement family friendly policies (Elison, 1997; Gerstel and McGonagle, 1999). Over the past 50 years employers have steadily progressed from providing no work family benefits to providing varied and flexible benefits to meet differing family needs (Secret, 2000). More specifically, in 1993, former President Clinton acknowledged the importance of work family benefits by signing into law the Family Medical Leave Act (FMLA) (Elison, 1997; Gerstel and McGonagle, 1999; Secret, 2000). Under this law, employees of companies with at least 50 employees are guaranteed up to 12 weeks of unpaid leave per year to care for newborn or newly adopted children, seriously ill spouses, children, or parents, and to recover from their own serious health conditions (including pregnancy).

However, it should be noted that the FMLA was only signed into law after nearly a decade of debate and compromise (Elison, 1997; Gerstel and McGonagle, 1999). Generally, employees and Democrats were in favor of the bill, while employers and Republicans were against the bill. According to Elison (1997), all unions that testified were in support of the bill, while three main opponents were the Chamber of Commerce, the National Association of

Manufacturers, and the National Foundation of Independent Businesses. Therefore, it is important to realize that the FMLA is a law that many employers were against, but forced by the federal government to adopt into practice. Indeed, researchers have indicated that work family benefits may appear family friendly at the surface level, but do not address the underlying organizational assumptions that reward only the old ways of working, such as putting in long hours and being seen at work (Gerstel and McGonagle, 1999; Perlow, 1995). Perlow (1995) suggested that work family policies are only band-aid solutions, which may actually hinder the long-term career advancement of employees who take advantage of them.

Promotional decisions reflect one means of understanding what behaviors organizations value and reward versus those employee behaviors that organizations respond to negatively. Research indicates that promotions are generally based upon evaluation of employees' actual and expected contribution to the health of an organization (Kramer and Lambert, 2001; Morgan & Schor, 1993; Olson and Becker, 1983). Women are often expected to contribute less because of an assumed greater devotion to family (Kramer and Lambert, 2001; Morgan & Schor, 1993; Olson and Becker, 1983). Perhaps this is one reason for the dearth of women in top management positions. The Federal Glass Ceiling Commission has reported that women and minority males continue to face significant obstacles in attempting to attain employment positions in upper management, with white men constituting approximately 43 percent of the paid labor force and holding 95 percent of all senior management positions (Federal Glass Ceiling Commission, 1995 cited in Kramer and Lambert, 2001).

Therefore, in accordance with the subjects previously discussed, this study sought to understand two issues regarding managerial perceptions of those who utilize the FMLA. The first question is whether FMLA users are biased against in terms of promotion opportunities? If

so, are managerial biases moderated by gender. That is, are the effects of FMLA use on promotion decisions different for men and women?

Use of the Family Medical Leave Act

In theory the Family Medical Leave Act (FMLA) of 1993 was created as a gender-neutral policy. Although the Act was passed in part due to the growing entry of married White women into the labor market, it has been touted as a policy for the American family in general (Gerstel and McGonagle, 1999). To promote healthy families, the FMLA provides up to a 12-week leave when an individual is sick, gives birth, or needs to provide for a sick child, spouse or parent. It should be noted that prior to the bill being passed, employees of every gender and ethnicity took time off for their own illness, including childbirth (Gerstel & McGonagle, 1999). Indeed, studies show that prior to the FMLA being passed men often took parental leaves. However, these leaves were generally for a very short time -- three days to one week (Gerstel & McGonagle, 1999).

Using national data, a study by Gerstel and McGonagle (1999) found certain demographic groups are significantly more likely to perceive a need for a leave from work. Specifically, women, parents of children under 18, those with little income, and African Americans are more likely to perceive such need. However, married women were significantly more likely than men or single women to actually take a leave. Gerstel and McGonagle's (1999) findings also indicated that neither race nor class significantly affected the length of leaves taken, but women took significantly more leaves than men.

Work Family Conflict

Most studies on work family conflict have investigated the impact of work on family life, to the neglect of research on family work conflict, such as reasons for using the FMLA.

However, the work family conflict literature is helpful in providing some explanation for the underutilization of the FMLA. Reportedly only about 2.1% of managers and 1.7% of non-managers are likely to make use of the job guaranteed leave under the FMLA (Lang, 1993). Barriers identified by Perlow (1995) that prevent work family policies from being utilized include three implicit criteria for career success: that to be “seen” as working one must actually be visible in the workplace, that one has to work for long hours, and that one must consider work a top priority. The underlying assumption being that one’s presence at work is directly indicative of one’s overall contribution to work (Perlow, 1995). These conclusions are supported by Gerstel and McGonagle (1999) who specified that state-mandated family policies may clash with organizational cultures and norms, which often consider visible workplace attendance a sign of loyalty and commitment to the organization. Therefore, use of work family policies, such as the FMLA, could be viewed negatively by organizations thereby hindering individuals' career advancement.

Secret (2000) emphasized that several studies have acknowledged the use of family friendly benefits by businesses to attract and retain highly productive employees, without specifying whether the actual use of the benefits or simply having the policies accounted for positive employer outcomes. It is important to highlight this distinction considering research indicating that the majority of employees do not utilize the leave granted under the FMLA and therefore are not affected by the possible negative consequences of so doing. Given research indicating that organizations' criteria for success include being seen at work (Gerstel and McGonagle, 1999; Perlow, 1995), the present study investigated the relation between use of FMLA and promotability.

H1: There will be a significant negative relationship between FMLA use and promotability ratings.

Perception of Organizational Commitment and Promotion

Organizations may seek committed individuals in making promotional decisions because research indicates that committed workers contribute to the organization in more positive ways than less committed workers (Aven et al. 1993). However, research distinguishes affective commitment (i.e., willingness to exert effort and attain organizational goals) from continuance commitment (i.e., desire to remain with an organization). People perceived to be affectively committed are more likely to be considered to have high potential by managers (Shore et al., 1995).

Although the literature is replete with studies indicating a relationship between organizational commitment and behaviors such as turnover, and absenteeism (Hackett, Bycio, & Hausdorf, 1994; Mathieu & Zajac, 1990), few studies have looked at perception of commitment in relation to promotion and gender. Greater study in this area is warranted considering research indicating that people's beliefs about the characteristics held by a manager were very similar to how they characterized men and very dissimilar to how they characterize women (Norris & Wylie, 1995; Schein, 1973). Indeed, recent studies continue to report that senior male managers perceive women as lacking enough commitment for promotion opportunities (Tomlinson et. al., 1997). However, research has repeatedly found almost no difference in male and female managers' levels of commitment (Aven et. al., 1993; Mathieu & Zajac, 1990).

This study sought to determine whether perceived commitment is a construct by which use of the FMLA influences promotability. Liff and Ward (2001) found that senior and junior level managers believed their organizations to promote those who held single-minded commitment to the organization, such that only employees who valued their work over and above other obligations (e.g., family) would be promoted to upper levels of management.

Researchers found that senior and junior managers believed that the absence of noticeable management support of flexible work schedules in organizations with such policies indicated that the organization in reality was not willing to support such practices and were likely to interpret reduced work hours as a lack of commitment to one's career and would cause them to be excluded from promotional consideration (Liff & Ward, 2001).

H2: Perceived commitment will partially mediate the FMLA – promotability relationship.

Gender Role Stereotyping and Use of the FMLA

Research has indicated that workplace responsiveness to the need for leave varies by employee characteristics. One study noted that in comparison to those with more income, those with less income were significantly more likely to report they had been denied time off to attend to family medical concerns (4% vs. 10%) (Gerstel and McGonagle, 1999). The same study stated that women were significantly more likely than men to say that they felt pressure to return to work from leave by both their bosses and coworkers. However, this finding might be qualified by the researchers indicating that men tended to take very brief leaves in comparison to women. Another study found that in one large private sector company that promotes alternative work arrangements, managers were less willing to grant reduced work hours to males, to employees in managerial positions, and to employees without children (Barham, Gottlieb, Benjamin & Kelloway, 1998).

There is a tendency to view the managerial role in masculine terms, particularly by men (Norris & Wylie, 1995; Schein, 1973). Traditional sex-role stereotypes expect women to place family concerns first, and men to place work first. Consequently, there is the perception that men are supposed to work longer hours in comparison to women. Sex-role theory is supported by research indicating that respondents are more willing to grant reduced hours alternative work

arrangements to female managers than to male managers (Barham et. al., 1998). Although such work arrangements were viewed less favorably for managers than for subordinates, sex-role expectations made it less acceptable for male managers to take leave in comparison to women.

Some research has suggested that men experience more work-family conflict in comparison to women because of work expectations (Eagle et. al., 1998). Sex-role stereotypes assume career advancement is of greater priority to men; and women, not men, are expected to interrupt their work to have children (Kramer and Lambert, 2001). More specifically, when men are highly involved with their families, bosses and colleagues are more likely to view them as less committed to their job in comparison to men who are less involved with their families (Eagle, et. al., 1998). Research has also indicated that males who participate in female typed activities are more negatively viewed than are males who do not engage in female typed activities (Wentworth & Chell, 2001). More specifically, men who engage in the “househusband” role are viewed more negatively than women who are “housewives” (Wentworth & Chell, 2001). This finding is relevant to this study considering research indicating that gender is not a strong predictor of work family benefits; that men use work family benefits as often as women (Secret, 2000). However, research does not indicate if men and women utilize the same types of work family benefits or if family-friendly benefits, like FMLA, differentially impact men and women’s careers.

H3: Gender will moderate the FMLA -- perceived commitment relationship such that males will be perceived as less committed than women with an equivalent use of FMLA.

Glass Ceilings and Glass Escalators

Despite the increased number of women in the marketplace over the last two decades managerial positions, particularly those in the higher echelons of management continue to be disproportionately held by men. Several studies have found this discrepancy to be evident even

in industries where the majority of workers are women. Zunz (1991) asserted that men continue to hold two thirds of the managerial jobs in social work, a female dominated industry. Likewise, in a study on career paths in banking, Morgan and Schor (1993) noted that female employees experienced patterns of career advancement similar to those in male-dominated organizations, despite the banking industry consisting predominately of female employees. And though the nonprofit labor force has historically been female dominated, women account for a smaller proportion of nonprofit managers in comparison to men. In 1991, men represented 20% of nonprofit sector managers in comparison to 12.7% of women (Gibelman, 1991). In addition, research has indicated that working in a female dominated industry actually promotes mobility for White men (Maume, 1999). This latter phenomenon has been termed the ‘glass escalator’ (Maume, 1999). In contrast, the slower pace at which Blacks and women advance to managerial positions is often referred to as the ‘glass ceiling’ (Maume, 1999). Others have defined the glass ceiling as “those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward into management level positions” (U.S. Department of Labor, 1991 cited in Gibelman, 1999).

Although there is an abundance of literature acknowledging the male-female discrepancy in higher managerial positions, few studies have specified concrete factors involved in promotional decisions regarding management positions. Instead, studies have typically noted abstract explanations for the lack of women promoted into top management. For instance, investigations regarding why the glass ceiling remains despite the increased number of women in the workforce have cited rationales such as perceptions and stereotypes of gender roles (Gibelman, 1999). Kramer and Lambert (2001) found that regardless of having children, women experienced promotional bias due to perceptions of them as primarily responsible for childcare

and household responsibilities. According to the Glass Ceiling Commission of 1995, subtle operating assumptions, attitudes, and stereotypes affect how managers view women's potential for advancement and in some cases, job performance (cited in Gibelman, 1999). The Commission also noted that women often are perceived as less committed to their jobs in comparison to men.

Olsen and Becker (1983) went further to explain that women are held to higher standards than are men for promotions and as a result have received fewer promotions in comparison to men of equal competency. However, more recent studies have found that women actually receive more promotions than men, but do not advance as quickly as men who are promoted (Hersch & Viscusi, 1996). A decade earlier, Olsen and Becker (1983) also reported that when women receive promotions they moved a shorter distance up the corporate ladder than equally qualified men. Stewart and Gudykunst (1982) asserted that women and men at similar levels in organizations took divergent career paths, with women having more promotions characterized as more lateral and less substantial in magnitude (cited in Morgan & Schor, 1993). In short, several studies have concluded the existence of significant pro-male promotional bias that is unattributable to seniority, education, parenthood or experience (Kramer and Lambert, 2001; Maume, 1999; Morgan & Schor, 1993).

H4: Gender will moderate the perceived commitment – promotability relationship, such that males who are perceived as low in commitment will be considered less worthy of promotion than females who are perceived as equally low in commitment.

CHAPTER 2

METHODS

Participants

Power analysis indicated that 216 participants were needed to adequately test the stated hypotheses with .80 power. A total of 233 voluntary participants were drawn from two populations to participate in the study. The first population consisted of 78 ($n = 34\%$) full-time employees from a medium size, non-profit social service agency located in the Northeast United States. However, employees worked at various sites located across the same state. Each site had a different director who all reported to the same supervisor. All participants in this population were entered into a raffle in which four \$25 gift certificates were drawn after data collection was complete. The second population sampled included 155 ($n = 67\%$) students from an undergraduate psychology research pool at a large Southeastern liberal arts university. The majority of students were enrolled in the research pool as part of an introductory psychology course requirement.

Only participants who completed the survey and correctly responded to the manipulation check were included in the quantitative analyses of this study. Eighty-four percent of participants correctly responded to the manipulation check (discussed in more detail later) resulting in a final sample size of 196 of which 35% ($n = 68$) were employees of the social service agency and 65% ($n = 128$) were undergraduates. A t-test indicated that the two sample populations did not differ significantly on their overall promotability ratings, $t(189) = -.214$, $p = .831$, and therefore all tests of the hypotheses are reported for the samples combined.

Demographic data are reported for each sample population (*Tables 1 & 2*) and the two samples combined (*Table 3*).

Procedure

Data collection procedures varied slightly for the two populations sampled in this study. At the social service agency data were collected at various work sites in both large group administrations as well as individually in order to better accommodate participants' work schedules. The experimenter visited each social service site for approximately 2 to 4 hours, during which time participants could complete the survey at their leisure. In contrast, data were collected in group administrations from all participants from the university research pool. Therefore, participants in the social service agency had a large timeframe to complete the survey, whereas the research pool participants had to complete the survey within the allotted experiment time (45 minutes).

All participants were randomly assigned to one of six conditions: male candidate/never FMLA, male candidate/1-time FMLA, male candidate/2-time FMLA, female candidate/never FMLA, female candidate/1-time FMLA, female candidate/2-time FMLA. Next, participants were told the purpose of the experiment was to determine which aspects of an applicant's record are deemed most important in promotional decisions. It was assumed that these instructions would serve to make participants more accountable for their decisions. Next, participants were instructed to assume the role of a mid-level manager (in a 3-tier organization) responsible for deciding who gets promoted to the vacant mid-level managerial position within their department. These positions were chosen, because it was believed that having the vacant position be within the participants' level would increase participants' perceptions of the position's importance, thereby increasing participants' motivation to thoughtfully select candidates for promotion.

Moreover, it was believed that having the vacancy be within the participants' department would increase perceptions of accountability.

First participants were given a packet containing brief background information on the fictitious company that they supposedly work for and the job description (*Appendix D*) of the vacant position. All of the information was presented in bulleted form. Participants were instructed to take approximately five minutes to look over the information and were told that they would be expected to recall information about the candidate. Next, participants were given a packet and told that it was the personnel file of the candidate being evaluated for promotion. The file contained the candidates: resume (*Appendix E*), application for employment (*Appendix F*), a letter(s) granting their request for leave under FMLA (*Appendix G*), most recent performance appraisal (*Appendix H*), and the decision checklist (*Appendix I*). Participants were instructed to complete the decision checklist, containing the commitment and promotability scales last. Moreover, the importance of completing the decision checklist was emphasized. After, participants completed the decision checklist they were asked to complete a brief demographic checklist (*Appendix J*) covering gender, race, age, managerial experience, specialty area, and marital status.

Measures and Materials

Dependent Measures

Promotability. The variable promotability was measured by using the composite score of four-items on a continuous 4-point likert scale: 4 indicating strongly agree, 3 indicating agree, 2 indicating disagree, and 1 indicating strongly disagree. The promotability scale, which was created for this study, is located in the promotability section of the decision checklist (*Appendix I*). The internal consistency of the measure was excellent ($\alpha = .91$).

Perceived Commitment. The variable perceived commitment was investigated in terms of affective and continuance commitment. Both the affective commitment (4-items) and continuance commitment (4-items) subscales of the Manager-Rated Commitment Scale developed by Shore et. al. (1995) were used in the study and were presented in the impression section of the decision checklist (*Appendix I*). The 8-items were rated on a 5-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Thus, a higher score indicated greater perceived commitment. Principal Component analysis with varimax rotation resulted in 2 factors, which verified the items loaded in the same manner as the original Manager-Rated Commitment Scale. Affective commitment (MACS, items 1 - 4) is measured with items such as “the candidate appears to be highly committed to the organization”. Whereas the continuance commitment subscale (MCCS, items 5 - 8) contains items such as “the candidate has too few options to consider leaving this organization”. Reliability analysis indicated that MACS ($\alpha = .75$) and MCCS ($\alpha = .76$) both met the minimal standards established by Nunnally (1978).

Background Data

Participant demographic data were collected via a background information checklist (*Appendix J*). Information concerning participants’ gender, age, ethnicity, managerial experience, former industry where they managed, major/specialty area, marital status, and familiarity with FMLA was collected.

Manipulation Check

This study involves manipulation of two variables: applicant’s gender and use of the FMLA. Gender was coded such that male = 0, and female = 1. Likewise FMLA leave was coded 0 = never, 1 = 1-time, and 2 = 2-times.

To control for experience levels affecting promotional decisions, the background information contained in each candidate's personnel file was the same, with the exception of gender changes (i.e., names), and the number of letters granting leave under the FMLA. These procedures allowed greater confidence to be placed on gender as a potential moderator in promotional decisions.

The break in employment section of the decision checklist (*Appendix I*) was included to determine whether participants noticed the candidate's use of the FMLA. The three items in this section each asked if the applicant had taken a specific type of leave (i.e., vacation, personal, and family medical leave) and if so how many. Eighty-four percent of participants correctly identified the type of leave taken (FMLA was the only type of leave any applicant took) and the number of leaves. Therefore, if participants noted the correct type of leave, but the wrong number of leaves and vice versa their data were not included in the analyses.

Data Analyses

The study is a 2x3 between subject factorial design. Pearson product-moment correlations were calculated to determine the linear relationships among the variables. A t-test was performed to ensure that the two sample populations did not differ significantly on the dependent variables. A one-way ANOVA was conducted to determine which experimental groups received significantly different mean promotability ratings based upon FMLA use (hypotheses 1). A series of hierarchical regression analyses were performed to examine the moderating role of gender in both the FMLA – commitment and commitment – promotability relationships (James & Brett, 1984), as well as perceived commitment as a potential mediator in the FMLA – promotability relationship (Baron & Kenny, 1986).

CHAPTER 3

RESULTS

Means, standard deviations, and correlations for variables under investigation are shown in Table 4. All background information collected on raters were considered as control variables. Since sample population, and managerial experience were correlated with the proposed mediators affective commitment and continuance commitment (see Table 4), they were used as control variables in all subsequent analyses involving the commitment variables. Results of the correlational hypothesis are presented first, followed by tests for mediation, and tests for moderation are described last. An alpha level of .05 was used for all statistical tests.

Correlational Hypothesis: FMLA and Promotability

As predicted in hypothesis 1, a significant negative relationship was found between FMLA use and promotability ratings ($r = -.303, p < .01$). Thus, more family medical leaves were associated with lower promotability ratings. To gain a better understanding of the relationship between FMLA use and promotability ratings a one-way analysis of variance was performed (see Table 5). As expected there was a main effect for FMLA use, $F(2,188) = 9.88, p = .000$. Tukey and Bonferroni post hoc tests were performed to determine which group means differed significantly from one another. As shown in Table 6, both test indicated that applicants who took leave 2-times received significantly lower promotability ratings compared to applicants who never took leave ($p = .000$) and those who took leave 1-time ($p = .004$). However, there was no significant difference between promotability ratings for applicants who never took leave and those who took leave only 1-time ($p = .144$).

A one-way analysis of variance (see Table 7) indicated a main effect for experimental condition (i.e., male applicant/no leave, male applicant/1 leave, etc.), $F(5,185) = 4.49$, $p = .001$. Tukey and Bonferonni post hoc tests were performed to determine which experimental groups had significantly different promotability ratings. As shown in Table 8, both tests revealed that males who used FMLA two-times received significantly lower promotability ratings compared to males who never took leave ($p = .001$), females who never took leave ($p = .001$), and females who took one leave ($p = .008$). Females who took two leaves received significantly lower promotability ratings than males who never took leave ($p = .031$).

Tests for Mediation

Baron and Kenny (1986) outlined three regression analyses to determine the existence of mediation effects. First, the independent variable must significantly predict the dependent variable. Second, the independent variable must significantly predict the hypothesized mediator. Third, when the independent variable and the mediator are entered in the same regression equation, the mediator must have a significant effect on the dependent variable. Moreover, the independent variable must have a smaller effect on the dependent variable in the presence of the mediator variable in the third step, compared to the second step in which it has a direct effect on the dependent variable. Partial mediation has occurred when all of these conditions are met and the independent variable still has a significant effect on the dependent variable in the third step. Full mediation has occurred when the independent variable does not have a significant effect on the dependent variable in the third step.

Commitment and the FMLA – Promotability Relationship

Hypothesis 2 proposed FMLA use would indirectly affect promotability through perceived commitment. Partial support of this hypothesis was found. Table 9 depicts the series

of regression equations performed to test for mediation as suggested by Baron and Kenny (1986). The procedure was conducted separately to test for affective commitment (MACS) and continuance commitment (MCCS) as mediators in the FMLA-promotability relationship. Sample population and managerial experience were entered as control variables in each regression analysis. In the first step, the proposed mediator was regressed on FMLA. As shown in Table 9, FMLA was not a predictor of perceived continuance commitment ($\beta = .036$, $p = .308$). Consequently, perceived continuance commitment does not mediate the FMLA-promotability relationship so the remaining 2 steps for testing mediation will not be discussed for MCCS. However, FMLA was a significant predictor of perceived affective commitment ($\beta = .147$, $p = .018$), thus steps 2 and 3 were conducted. As shown in Table 9, perceived affective commitment met the requirements for mediation as outlined by Baron and Kenny (1986). Therefore, it was concluded that an applicant's perceived level of affective commitment does partially mediate the effect of FMLA use on promotability ratings.

Tests for Moderation

Moderation effects for hypotheses 3 and 4 were tested based upon the guidelines provided by James and Brett (1984). Accordingly, moderation is said to occur when the cross product term of the predictor and proposed moderator variables significantly accounts for the explained variance in the outcome variable beyond the variance explained by the predictor variable. The moderator variable should also be uncorrelated with the predictor and outcome variable (Baron and Kenny, 1986).

Table 10 illustrates the series of hierarchical regressions run to test for moderation. Perceived affective and continuance commitment were tested separately as outcome variables. In the first step, only control variables were entered. In the second step, control variables plus

the predictor and moderator variables were entered. In the final step, the interaction term was added to the variables entered in step 2.

Hypothesis 3 posited that gender would moderate the FMLA - perceived commitment relationship in a manner that negatively biases men who take leave. Although applicant's gender, the hypothesized moderator, had very low correlations with the predictor FMLA use ($r = .04$, *ns*), and the outcome variables perceived affective ($r = -.03$, *ns*) and continuance commitment ($r = -.02$, *ns*) it does not appear to moderate the relationship between FMLA use and perceived commitment. As indicated in table 10, the interaction term was not significant. Although gender as a moderator in the FMLA - continuance commitment relationship approached significance ($\Delta R^2 = .009$, $\Delta F = 1.871$, $\beta = -.194$, $p = .0865$), gender does not appear to moderate the relationship between FMLA use and either form of perceived commitment. Thus, hypothesis three was not supported.

Hypothesis 4 (See Table 11) stated that gender will moderate the perceived commitment - promotability relationship, such that males perceived as low in commitment will receive the lowest promotability ratings. Separate analyses were conducted to test for affective and continuance commitment as predictor variables in the model. As shown in table 11, results indicated that the amount of variance in promotability explained by the main effects for affective commitment and gender was significant ($\Delta R^2 = .240$, $\Delta F = 28.775$, $p = .000$). The interaction term, MACS x gender, further accounted for a significant proportion of the variance explained in promotability ($\Delta R^2 = .013$, $\Delta F = 3.062$, $\beta = .726$, $p = .041$). Although it appears that gender moderated the affective commitment - promotability relationship, it does not moderate the continuance commitment – promotability relationship. However, in the latter relationship gender as a moderator approached significance ($\Delta R^2 = .012$, $\Delta F = 2.244$, $\beta = .468$, $p = .068$).

Simple effect analyses were conducted to determine the form of the interaction between affective commitment and promotability at each level of gender (see Figure 2). Both males (unstandardized $\beta = .37$, $s = .081$, $t = 4.5679$, $p = 0$) and females (unstandardized $\beta = .579$, $s = .0947$, $t = 6.1165$, $p = 0$) had significant slopes. Both males ($t = 4.5679$, $p = 0$) and females ($t = 6.1165$, $p = 0$) had strong positive relationships between perceived affective commitment and promotability ratings, such that applicants perceived as emotionally attached to the organization were deemed more worthy of promotion compared to applicants perceived to have a low attachment to the organization. However, when applicants' affective commitment was perceived to be low males received higher promotability ratings, but when affective commitment was perceived to be high females received higher promotability ratings. In sum, gender appeared to moderate the affective commitment - promotability relationship, but not in the predicted direction so hypothesis 4 was not supported.

CHAPTER 4

DISCUSSION

This study adds to the literature addressing work-family balance, promotional decisions, and discrimination by demonstrating the negative work perceptions of managers who take family medical leave. As shown in Figure 3, the basic structure of the proposed relationship between FMLA use and promotability was supported. Overall, results indicated that family medical leave is negatively related to promotability ratings. Among the six candidates for promotion, males who took two family medical leaves were perceived as the least promotable, whereas males who never took leave were perceived as the most promotable. Moreover, perceived affective commitment partially explained how FMLA use affects promotability. Lastly, the applicant's gender moderated the relationship between perceived affective commitment and promotability. These findings are each discussed in more detail below.

Frequency of Family Medical Leave and Promotability

The frequency of family medical leaves was manipulated to determine whether a single leave or only multiple leaves would be disadvantageous for an employee's career. Results indicated only multiple leaves significantly decreased an employee's promotability ratings. Employees who only took one leave were not perceived to be more or less promotable than employees who did not take leaves.

Although it is encouraging that a single leave did not significantly lower perceptions of employees promotability, the findings are still troublesome considering the following issues: 1) FMLA covers a wide range of medical concerns for oneself and immediate family members

including pregnancy, 2) the applicant's excellent performance record, 3) the 2-year gap between leave periods used in the study, and 4) the 2-year gap between applicant's last leave and their promotional candidacy. Since FMLA covers a number of medical concerns it is highly plausible that employees will need to take multiple leaves within the span of their employment with an organization. Moreover, it is disheartening that despite the latter three points described above, applicant's who took two leaves were perceived as significantly less promotable than those who either never or only took one leave. This implies that if a medical concern arises, employees who use FMLA more than once will find it difficult to improve their status in an organization by working hard and being a productive employee.

Gender, Leaves, and Promotability

Although gender did not moderate the relationship between family medical leave use and promotability, gender-role stereotyping did appear to affect promotability ratings by two means: 1) male privilege, and 2) male-burden for out-of-role behavior. In line with previous research indicating management positions as being gender-stereotyped as masculine (Norris & Wylie, 1995; Schein, 1973), males who never took leave received the highest promotability ratings. Thus, in situations when neither female nor male candidates had taken leave and were equivalent on knowledge, skills, abilities, and achievements; men were privileged in the sense that they were perceived to be the most deserving of a promotion. Similarly, Kramer and Lambert (2001) found pro-male bias in promotion that appeared to be unrelated to seniority, education, or parental status, such that women were discriminated against based upon the mere perception of women being primarily responsible for childcare regardless of whether a woman actually had a child. However, males who took two family medical leaves received significantly lower promotability ratings than males and females who never took leave, and females who took one

leave. In contrast, females who took two leaves did not differ significantly from the promotability ratings given to any other group in the study. Overall, results suggest that different expectations are held for male and female employees.

These findings support empirical evidence that suggests a bias against men who take a parental leave of absence (Allen & Russell, 1999; Wayne & Cordeiro, 2003). Since males are expected to place work first and family second, those who took repeated family medical leaves were perceived to be the least promotable. However, since women are expected to place family first and work second, women who took two leaves were not perceived significantly less promotable than females who never took leave. Thus, it appears that women are expected to juggle work and family responsibilities, whereas this dual-expectation is not held for men.

Gender, Perceived Commitment, Leave, and Promotability

Research has distinguished between affective and continuance commitment (McGee & Ford, 1987; Meyer & Allen, 1984). Affective commitment pertains to the extent to which one's values are congruent with the organization with which he/she is employed. Continuance commitment explains the extent to which an employee stays with an organization not out of loyalty and emotional attachment, but because of investments in the organization (e.g., seniority and benefits) and/or limited options. Given the distinction between these two forms of commitment, parallel analyses were conducted to examine each form of commitment separately.

Family medical leave use affected raters' perceptions of applicants' affective commitment, but not their continuance commitment. As expected, family medical leave was negatively associated with perceptions of employees' affective commitment, such that employees who took leave were perceived to be less attached to the organization compared to employees who do not take leave. A possible explanation for this finding comes from the

literature on flexible work arrangements which states that physical presence at work is perceived to be a major indicator of commitment to work (McGonagle, 1999; Perlow, 1995). Meyer and Allen (1991) emphasize that employees with a strong affective commitment stay with an organization because they *want* to do so. Perhaps raters in this study perceived applicants who took leave as family-oriented individuals who remained with the organization because they had to work and not because they genuinely wanted to work. However, employees who are perceived to be high on continuance commitment stay with an organization out of a *need* to do so. Given the applicants above average performance record and relevant work experience, it is plausible that raters believed applicants had employment opportunities and thus did not have to stay with the organization. Consequently, whether an applicant did or did not take family medical leave had no affect on perceptions of his/her continuance commitment.

Gender was hypothesized to moderate two of the relationship in the proposed model: 1) family medical leave and commitment, and 2) affective commitment and promotability. Hypothesis 3 which expected gender to moderate the family medical leave - commitment relationship was not significant. It does not appear that family medical leave differentially affects perceptions of male and female applicants' level of commitment. However, gender did moderate the relationship between affective commitment and promotability, but the effect was not as expected. Hypothesis 4 predicted that males perceived to have low commitment would be judged less promotable than women with equally low commitment ratings and that this relationship would be reversed when commitment was perceived to be high. However, results indicated that when applicants' affective commitment was perceived to be low, males on average received higher promotability ratings, but when affective commitment was perceived to be high women on average received higher promotability ratings.

Research on gender – role stereotypes might explain how gender moderated the affective commitment – promotability relationship. The literature consistently reports that effective managers are generally described using terms described as masculine (Norris & Wylie, 1995; Schein, 1973). Thus, it is possible that when applicants were perceived to be low in affective commitment, male privilege influenced ratings such that men were given higher promotability ratings simply for being men and thus presumably having more managerial traits compared to female applicants.

Likewise, the gender-role stereotyping literature also helps explain why women were rated as more promotable among applicants perceived as high in affective commitment. The literature has consistently reported that women are still expected to place their caregiving (family) role first, while men are expected to place their careers first (Barham et. al., 1998; Kramer & Lambert, 2001). Consequently, it may be that raters who viewed female applicants as high in affective commitment considered these women to go above and beyond the commitment expected of women and thus rewarded them more than men perceived to be equally high in affective commitment.

Implications for Job Incumbents, Organizations, and the Federal Government

Important implications of these results exist at both the individual and organizational level. At the individual level, it appears that employees who take multiple leaves will experience slower career advancement compared to peers who either do not take leave or only take one leave. Results provide evidence that promotional decisions are partially based on judgments of employees' affective commitment, which is negatively impacted by frequency of family medical leave. Moreover, the criteria used to judge one's promotability varies based upon one's gender, such that males who repeatedly use family medical leave will be viewed the harshest. This

finding is pertinent given reports that there is an increase in the percentage of men taking leave since the passage of the Family Medical Leave Act due to the expansion of paternity leave coverage offered by employers (Waldfoegel, 1999). Waldfoegel (1999) reported that between 1991 and 1995 medium and large organizations increased their maternity leave coverage from 39% to 86% and paternity leave from 27% to 86%. Thus, a drastically larger percentage of employees, and thus organizations will have to deal with balancing work and family responsibilities ethically and in a non-biased manner.

Although, the Family Medical Leave Act was intended to be a gender-neutral law that would assist employees in balancing work-family responsibilities without negatively impacting an individual's status in an organization, evidence seems to suggest otherwise is true in practice. Managers should receive training on identifying gender-role stereotypes and discriminatory employment practices. The gender-neutrality of the Family Medical Leave Act also needs to be emphasized within organizations to employees and managers. However, for managers to actually make non-biased decisions, it is important that some sort of system be constructed to allow employees to voice their concerns regarding employment decisions anonymously. In sum, organizations clearly must do a better job educating employees about the law including leave entitlement, unlawful employer acts (e.g., using FMLA leave as a negative factor in employment decisions such as promotion), and employer penalties for not complying with the law (i.e., monetary damages and equitable remedies, such as promotion).

Results of the study indicate that the federal government must improve the visibility of FMLA eligibility criteria, rationale for the act, and consequences for organizations acting in violation of the act. The U.S. Department of Labor's Employment Standards Administration, Wage and Hour Division, administers and enforces the Family Medical Leave Act for all private,

state and local government employees, and some federal employees. Although the Department of Labor clearly articulates the parameters of FMLA on its website (www.dol.gov/esa/whd/fmla/) and requires all eligible employers to post a notice explaining the provisions of the act, additional measures should be implemented. First, steps need to be implemented to ensure that organizations are actually following policy and posting FMLA guidelines in visible places where employees are employed. At present violation of the posting requirement can not exceed a \$100 civil monetary fine for each offense. To increase employers' motivation to comply with the act, the fine should be raised substantially. Moreover, managers should be held accountable for posting the notices. This stipulation would lend to increasing managers' awareness of and compliance to the law.

Limitations & Suggestions for Future Research

This study's findings should be interpreted in consideration of some limitations. For instance, the results may not generalize to actual organizations due to the study being conducted with a large percentage of non-managers. However, it should be noted that slightly less than half (44%) of participants had managerial experience. A second possible limitation of the study pertains to the materials and procedures used. It is possible that having participants explain candidates' breaks in employment could draw more attention to use of the FMLA than otherwise would have occurred. Moreover, the rating of a single candidate without a comparison group may affect overall evaluations of candidates, such that participants consider candidates more or less favorably than they would have if they had another file to judge what makes a candidate above average. However, this effect would not impact interpretation of the stated hypotheses since the study's main concern is whether use of the FMLA is negatively related to promotability. Lastly, a greater sample size may have increased the chances to confirm two of

the stated hypotheses. Although power analysis indicated approximately 216 participants were needed to accurately test the study's hypotheses, the final sample consisted of only 196 participants. This limitation is particularly important to consider since two hypotheses approached significance: 1) H3 - gender moderating the FMLA - continuance commitment relationship, and 2) H4 - gender moderating the continuance commitment - promotability relationship.

The career literature would benefit from future studies regarding promotions and use of the FMLA. Few studies have investigated use of the FMLA and none have determined whether FMLA is used more within some industries compared to others. For instance, one may assume that FMLA is used most often in female-dominated industries because women use the FMLA more than men. However, this remains to be verified. Perhaps more importantly, research should address whether those who utilize FMLA are biased against more in some industries compared to other industries. One question this study does not address is whether promotional bias is moderated by industry. Although female-dominated industries may instinctively appear to be more accepting of family friendly policies such as the FMLA this may not be true, particularly since men represent the majority of top management in both male and female dominated industries. In addition, future research on promotions as moderated by the relationship between managerial characteristics and incumbent characteristics would assist in identifying specific biases that inhibit career advancement of those who utilize the FMLA. Lastly, career theory should expand to consider various forms of family medical leave on career outcomes. Future research should investigate if and how family medical leave to care for a parent, child, or oneself differentially affects various aspects of one's career, such as salary, promotion, and task difficulty.

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APPENDICES

Appendix A

Social Service Invitation Letter

Kecia Bingham, a graduate student in the Department of Psychology (706-227-4255), is currently seeking participants for research entitled “Promotional Bias Against Those Who Utilize the FMLA: The Influence of Gender and Frequency of Use”. Both (organization’s name) will be used to gain participants.

Purpose of the Research:

Research will be conducted using fictitious company and employee records as a means of understanding if and how use of the FMLA impacts career outcomes within organizations. The purpose of this research project is threefold. The primary objective is to examine how use of the FMLA influences reactions toward applicants during promotional decisions. A secondary objective of the project is to determine what characteristics of the FMLA user affects perceived promotability. The final objective of the study is to determine whether perceived commitment affects the FMLA-promotability relationship.

In sum, this project will provide knowledge regarding: 1) reactions of decision makers toward FMLA users during the promotional process 2) the impact of candidate characteristics on evaluations of FMLA users commitment and promotability, and 3) the role of perceived commitment in the FMLA-promotability relationship.

The knowledge gained from this research can be applied to improving diversity initiatives, building a match between business policy and business practice, training sessions on rating errors, and building a diversity culture. The information obtained can also be used to improve the “friendliness” of family-friendly policies.

(Organization’s name) Involvement:

Managers and non-managers of (organization’s name) will be asked to serve as participants in the research project. (Organization’s name) will be asked to endorse a memo stating the purpose of the study, the voluntary nature of participation, participant anonymity, and participant requirements. This memo will then be sent to all Clinic Directors of both (organization’s name) as a means of introducing the study to the various work sites prior to any data collection. Next, the principal researcher, Kecia Bingham, will visit several ARTC and URI sites requesting participation in the study. Other than time, there will be no cost to ARTC for participating in this project.

Research Design:

Participants in the study will be asked to do the following things:

1. Read a job description of a vacant position at a fictitious company of which they supposedly are an employee (2 minutes)
2. Read various pieces of fictitious information from one applicant file and then respond to a judgment checklist regarding the applicant’s promotability (approximately 15 minutes)
3. Provide demographic background information such as gender, age, and ethnicity (5 minutes)

No discomforts or stresses are expected. No risks are expected.

In order to make this study a valid one, some information will be withheld from participants until after the study. Once the researcher receives a completed survey, a complete explanation of the research project will be provided to the participant.

The results of participation will be confidential. No information about participants will be shared with others without written permission except if it is required by law. To maintain confidentiality consent forms will be separated from the survey upon receipt and kept within a separate file. Data will be kept within a cabinet in a locked office and only persons involved in the collection, analysis and/or interpretation of data in the research project will have access to the data, and results will be reported in aggregate form so that individual participants will not be identifiable.

If you have any questions please do not hesitate to contact the researcher, Kecia Bingham, at (706) 227-4255 or by email at kbingham@uga.edu . You may also contact the research supervisor, Dr. Kecia Thomas, at (706) 542-0057 or by email at kthomas@uga.edu

Sincerely,
Kecia Bingham

Doctoral Student
Applied Psychology Program
The University of Georgia
Athens, GA 30602

Appendix B

Social Service Consent Form

I, _____ agree to take part in a research entitled “Promotional Decisions: Integration and Evaluation of Applicant Information”, which is being conducted by Kecia Bingham, (Department of Psychology, 301B Psychology, University of Georgia, Athens, GA 30602; 706-542-2174). I understand that I do not have to take part in this study, I can stop taking part at any time without giving any reason, and without penalty. I can ask to have information related to me returned to me, removed from the research records, or destroyed.

The purpose of the study is to examine how applicant information is integrated in promotional decisions.

If I volunteer to take part in this study, I will be asked to do the following things:

4. Read a job description of a vacant position at a fictitious company of which I am supposedly an employee (2 minutes)
5. Read various pieces of fictitious information from one applicant file and then respond to a judgment checklist regarding the applicant's promotability (approximately 15 minutes)
6. Provide information on my demographic background such as my gender, age, and ethnicity (5 minutes)

I will be eligible for winning a \$25 gift certificate by participating in this study. I understand that 4 winners will be chosen randomly after all data has been collected for the study.

No discomforts or stresses are expected. No risks are expected.

In order to make this study a valid one, some information about my participation will be withheld until after the study. Once my completed survey is received by the researcher, I will receive a memo that will provide a complete explanation of this research project. If I choose not to participate I will return all research materials (including the unsigned consent form) to the researcher, Kecia Bingham.

The results of my participation will be confidential. No information about me, or provided by me during the research, will be shared with others without my written permission except if it is required by law. To maintain confidentiality consent forms will be separated from the survey upon receipt and kept within a separate file. Data will be kept within a cabinet in a locked office and only persons involved in the collection, analysis and/or interpretation of data in the research project will have access to the data, and results will be reported in aggregate form so that individual participants will not be identifiable.

The researcher will answer any further questions about the research, now or during the course of the project, and can be reached by telephone at 706-542-2174.

I understand the procedures described above. My questions have been answered to my satisfaction, and I understand that by my signature I am agreeing to participate in this research project. I have been given a copy of this form.

Name of Researcher
Telephone: _____
Email: _____

Signature

Date

Name of Participant

Signature

Date

Additional questions or problems regarding your rights as a research participant should be addressed to Chris A. Joseph, Ph.D. Human Subjects Office, University of Georgia, 606A Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411; Telephone (706) 542-3199; E-Mail Address IRB@uga.edu

Appendix C

Undergraduate Consent Form

I, _____ agree to take part in a research entitled “Promotional Decisions: Integration and Evaluation of Applicant Information”, which is being conducted by Kecia Bingham, Department of Psychology, University of Georgia, (706-542-2174) under the direction of Dr. Kecia Thomas, Department of Psychology, University of Georgia (706-542-0057). I understand that I do not have to take part in this study, I can stop taking part at any time without giving any reason, and without penalty. I can ask to have information related to me returned to me, removed from the research records, or destroyed.

The purpose of the study is to examine how applicant information is integrated in promotional decisions.

If I volunteer to take part in this study, I will be asked to do the following things:

7. Read a job description of a vacant position at a fictitious company of which I am supposedly an employee (2 minutes)
8. Read various pieces of fictitious information from one applicant file and then respond to a judgment checklist regarding the applicant's promotability (approximately 15 minutes)
9. Provide information on my demographic background such as my gender, age, and ethnicity (5 minutes)

No discomforts or stresses are expected. No risks are expected.

In order to make this study a valid one, some information about my participation will be withheld until after the study. Once my completed survey is received by the researcher, I will receive a memo that will provide a complete explanation of this research project.

The results of my participation will be confidential. No information about me, or provided by me during the research, will be shared with others without my written permission except if it is required by law. To maintain confidentiality consent forms will be separated from the survey upon receipt and kept within a separate file. Data will be kept within a cabinet in a locked office and only persons involved in the collection, analysis and/or interpretation of data in the research project will have access to the data, and results will be reported in aggregate form so that individual participants will not be identifiable.

The researcher will answer any further questions about the research, now or during the course of the project, and can be reached by telephone at 706-542-2174. In addition, the research supervisor Dr. Kecia Thomas, can be reached at (706) 542-0057.

I understand the procedures described above. My questions have been answered to my satisfaction, and I understand that by my signature I am agreeing to participate in this research project. I have been given a copy of this form.

Name of Researcher
Telephone: _____
Email: _____

Signature

Date

Name of Participant

Signature

Date

Additional questions or problems regarding your rights as a research participant should be addressed to Chris A. Joseph, Ph.D. Human Subjects Office, University of Georgia, 606A Boyd Graduate Studies Research Center, Athens, Georgia 30602-7411; Telephone (706) 542-3199; E-Mail Address IRB@uga.edu

Appendix D

***Brickhouse Publishing Co.*****Job Description****Position: Director/VP Product Development****Key Job Responsibilities:**

- Define process for product operation and launch.
- Develop specs for new products working with Product Development.
- Serve as key contact for key product initiatives.
- Serve as project director for research on research initiatives.
- Assist in creation of marketing materials and development of pricing.
- Develop training procedures for sales staff.
- Lead cross-functional teams in product deployment.
- Contribute aggressively to the overall strategic direction of the company.

Requirements:

- Requires 6+ years experience in product development/marketing.
- Expansive knowledge of publishing industry.
- Understands analytic techniques and products.
- Good, sound judgment, instincts and decision-making
- Exceptional communications, presentation and negotiation skills.
- A generalist's experience in as many of these affiliated functions is helpful: strategy, marketing, sales, channel development, implementation and support, and pricing strategy.
- Must work well with others (i.e., be a team player).

Appendix E

John Thomas

1253 Drew Street ♦ Atlanta, GA ♦ (404) 971-3992 ♦ jthomas@link.com

Objective: VP of Product Management**Summary of Qualifications**

- Exceptional market insight; able to extract key information and quickly develop precise product responses.
- Strong skills in marketing, analysis, negotiation, writing, and planning.
- Broad knowledge of diverse departments and overall corporate objectives.
- Strong leadership skills; able to prioritize, delegate tasks, and make sound decisions quickly and effectively.

Professional Experience

1995-present Brickhouse Publishing Company, Atlanta, GA

Product Development Manager

- Led content strategy and dramatic product re-release as executive team member of a \$5M subscription and e-commerce decision support site of IT professionals.
- Prevented cancellations and cultivated customer loyalty with web seminars, direct email campaigns, and marcom effects in anticipation of new release.
- Developed plans for non-subscription revenue streams, including research reports, digital content, technology training, books, and e-commerce offerings.
- Recognized and developed opportunity to save \$50K/year, establishing vendor partnership to provide an indexing and usability improvement.

1992-1995 Global Information Corporation, Atlanta, GA

Vendor Manager/Quality Assurance Analyst, 1993-1995

- Negotiated with fee-based product vendors to improve quality of service and resolve complaints, resulted in a 85% customer retention rate.
- Facilitated onsite trainings of up to 30 reps for new product rollouts and tests, with a particular focus on sales performance and quality.

Marketing Coordinator/Meeting Planner, 1992-1993

- Maintained corporate marketing library, updated company fact sheet and biographies, handled press releases, arranged advertising space for industry-related articles and print ads for vertical publications.
- Researched and reviewed prospective clients using online computer services, referring optimal candidates to Marketing Manager
- Directed and coordinated corporate and industry events, including multimillion dollar equipment leasing deal closings, company meetings, and parties, receptions and dinners.

Education and Training

Team Leadership seminar, American Management Association, 1995

M.B.A. in Marketing, Willington University, Tampa, FL 1992

B.A. in English, State University, Charleston, SC 1989

Appendix F

**Brickhouse Publishing Co.**
Application for Employment
(Please Print)

We are an equal opportunity employer, dedicated to a policy of non-discrimination in employment on any basis including age, sex, color, race, creed, national origin, religious persuasion, marital status, political belief, or disability that does not prohibit performance of essential job functions.

Date: _____

I. Personal Information

Name: Last First Middle

1253 Drew Street, Atlanta, GA 33612
Present Address

Permanent Address (if different than above)

256-62-5323 (404) 971-3992
Social Security Number Telephone

Federal law prohibits the employment of unauthorized aliens. All persons hired must submit satisfactory proof of employment authorization and identity (valid driver's license, birth certificate, Green Card, etc.) within three days of being hired. Failure to submit such proof within the required time shall result in immediate employment termination.

Position Applied for: VP of Product Development

Have you ever been convicted of a felony? ☐ Yes ☒ No If yes, please explain:

II. Educational History

School Name/Location	Year Completed	Degree/Diploma
High School: <u>Robert F. Kennedy H.S.</u>	<u>1985</u>	<u>H.S. diploma</u>
College: <u>State University</u>	<u>1989</u>	<u>B.A. in English</u>
College: <u>Willington University</u>	<u>1992</u>	<u>M.B.A. in Marketing</u>
Other _____		

III. Employment Record Please include all employment for the last five years.

1. Brickhouse Publishing Co. Product Development Manager
 Company Name(Current/Most Recent Employer) Position Held

572 Peachtree Dr. Dates Employed: 1995-present
 Address From To
2. Global Information Corp. Vendor Manager
 Company Name Position Held

142 Hawkins Blvd. Dates Employed: 1993-1995
 Address From To
3. Global Information Corp. Marketing Coordinator/Meeting Planner
 Company Name Position Held

142 Hawkins Blvd. Dates Employed: 1992-1993
 Address From To

NOTE: Use a separate sheet to list additional employers, if necessary. We will contact all of the employers listed on this application unless you specifically exclude them below. Please list any employers you do not want us to contact and your reason for the exclusion:

 Name

 Date

 Signature

Appendix G

**Brickhouse Publishing Co.****Staff Leave Request*****Employee: Please complete the top section***Employee: John M. Thomas Employee ID: 256-62-5323 Home Phone: (404) 971-3992Home Mailing Address & Phone: 1253 Drew Street, Atlanta, GA 33612Department: Product Development Title: Product Development ManageRequested Start Date: 7/1/99 Anticipated Return to Work Date: 10/1/99

Intermittent or reduced work schedule (describe): _____

A leave of absence may consist of leave without pay and/or paid leave (vacation, sick leave, compensatory time off). Paid leave may be used in accordance with applicable policy/contracts.

I wish to use leave as estimated below:

<u>Type</u>	<u>From</u>	<u>Through</u>
Vacation	_____	_____
Personal Leave	_____	_____
Family Medical Leave	<u>7/1/99</u>	<u>10/1/99</u>

Employee signature & date: _____

Designation of LeaveDepartment: Please complete the bottom section

_____ Your leave is provisionally approved – pending medical verification.

X_____ Your leave is approved.

_____ Your leave is denied for the following reason(s): _____

<u>From</u>	<u>Through</u>	
<u>7/1/99</u>	<u>10/1/99</u>	qualifies as Family & Medical
Leave		

Confirmation of status during leave:

<u>Type</u>	<u>From</u>	<u>Through</u>
Vacation	_____	_____
Personal Leave	_____	_____
Family Medical Leave	_____ <u>7/1/99</u> _____	_____ <u>10/1/99</u> _____

Supervisor signature & date: _____

Supervisor name (please print): _____ Phone: (404) 546-0045

Copy to: Employee, Department, Benefits



Brickhouse Publishing Co.

Staff Leave Request

Employee: Please complete the top section

Employee: John M. Thomas Employee ID: 256-62-5323 Home Phone: (404) 971-3992

Home Mailing Address & Phone: 1253 Drew Street, Atlanta, GA 33612

Department: Product Development Title: Product Development Manager

Requested Start Date: 9/4/01 Anticipated Return to Work Date: 12/4/01

Intermittent or reduced work schedule (describe): _____

A leave of absence may consist of leave without pay and/or paid leave (vacation, sick leave, compensatory time off). Paid leave may be used in accordance with applicable policy/contracts.

I wish to use leave as estimated below:

<u>Type</u>	<u>From</u>	<u>Through</u>
Vacation	_____	_____
Personal leave	_____	_____
Family Medical Leave	<u>9/4/01</u>	<u>12/4/01</u>

Employee signature & date: _____

Designation of Leave

Department: Please complete the bottom section

_____ Your leave is provisionally approved – pending medical verification.

X _____ Your leave is approved.

_____ Your leave is denied for the following reason(s): _____

<u>From</u>	<u>Through</u>	
<u>9/4/01</u>	<u>12/4/01</u>	qualifies as Family & Medical
Leave		

Confirmation of status during leave:

<u>Type</u>	<u>From</u>	<u>Through</u>
Vacation	_____	_____
Personal Leave	_____	_____
Family Medical Leave	<u>9/4/01</u>	<u>12/4/01</u>

Supervisor signature & date: _____

Supervisor name (please print): _____ Phone: (404) 546-0045

Copy to: Employee, Department, Benefits



Appendix H

Brickhouse Publishing Co.

PERFORMANCE EVALUATION FOR NON-PROBATIONARY EMPLOYEES

Procedure: The evaluator shall refer to the employee's job description when completing the evaluation instrument and share the evaluation results with the employee. Both the evaluator and the employee should sign the evaluation. The employee signature indicates that he/she has seen the evaluation but does not necessarily indicate the employee concurs with the evaluation. The employee should be given a copy for his/her records.

The original evaluation form(s) shall be retained by the unit for six years following separation of the employee.

Please evaluate the employee's job performance by checking the appropriate box next to each attribute based on the following scale:

U=unsatisfactory; NI=needs improvement; S=satisfactory; AA=above average; E=excellent; NA=not applicable

ATTRIBUTE TO BE EVALUATED	U	NI	S	AA	E	NA
Quantity of work <i>extent to which the employee meets job requirements on a timely basis</i>				X		
Quality of work <i>extent to which the employee's work is thorough, effective and accurate</i>					X	
Knowledge of job <i>extent to which the employee knows and demonstrates all phases of assigned work</i>					X	
Cooperation with others <i>extent to which the employee gets along well with others; responds positively to direction and adapts well to changes; shows tact, courtesy and effectiveness in dealing with others</i>				X		
Judgment <i>extent to which the employee makes sound job-related decisions, develops alternative solutions and recommendations and selects proper course of action; understands impact of decisions and actions</i>					X	
Attendance, reliability and dependability <i>extent to which the employee is not absent and contacts supervisor concerning absences on a timely basis; can be depended upon to be available for work; assumes responsibilities and ensures tasks are followed to completion</i>				X		
Planning and organizational effectiveness <i>extent to which the employee meets deadlines, manages resources, and effectively balances tasks and priorities</i>					X	
Communication <i>extent to which the employee effectively conveys information and ideas to others; clarity of oral and written communications</i>					X	
Initiative and creativity <i>extent to which the employee is self-directed, resourceful and creative in meeting job objectives; follows through on assignments; initiates or modifies ideas, methods or procedures to meet changing circumstances or needs</i>				X		

Leadership ability <i>extent to which the employee applies sound practices in executing his/her supervisory responsibilities; demonstrates skill in arousing interest and enthusiasm in subordinates</i>				X		
Utilization of Manpower <i>Extent to which the employee uses skills and abilities to the maximum advantage, delegating where appropriate.</i>					X	
Employee development <i>Extent to which the employee effectively selects and develops personnel</i>				X		

The evaluator may want to comment on the ratings given to the above attributes, on ideas for improving job performance, or on areas where the employee has improved since the last evaluation. Such comments should be attached to the evaluation form.

Comments attached: ☐ yes ☒ no

The employee should be given the opportunity to comment on the results of his/her performance evaluation. Such comments should be attached to the evaluation form.

Comments attached: ☐ yes ☒ no

Employee Name: <u>John Thomas</u> Classification: <u>Manager</u> Department: <u>Product Development</u> Evaluation Period: <u>1st quarter - 2002</u>
_____ Evaluator Signature/Date _____ Employee Signature/Date* _____ Authorized Unit Administrator Signature/Date (if applicable)
*employee signature indicates that he/she has seen the evaluation and does not necessarily indicate concurrence with the evaluation

Appendix I

Decision Checklist/Rationale Form

Please respond to the following items based upon the applicant's file.

I. Education (*check the highest completed*)

_____ High School
 _____ College
 _____ Graduate School
 _____ Other _____

II. Competencies. Please *check* the box indicating your agreement with each of the following items. The 4-point likert scale ranges from 1 to 4, with 1 indicating strongly disagree and 4 indicating strongly agree.

	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4
1. The applicant possesses the job knowledge required for the position.				
2. The applicant's file demonstrates the necessary problem-solving and decision making skills required for the job.				
3. The applicant demonstrates organizational commitment.				
4. The applicant demonstrates the leadership skills necessary to effectively perform the job.				
5. The applicant possesses the required planning and scheduling skills for the job.				
6. The applicant demonstrates creativity and innovation.				
7. The applicant demonstrates the team skills necessary to effectively perform the job.				

III. Breaks in Employment. Please check the appropriate box indicating whether or not each type of leave was taken by the applicant. If the applicant did take leave please indicate the number of occurrences for that particular leave.

Vacation: ☐ No ☐ Yes *If yes, how many?* _____

Personal leave: ☐ No ☐ Yes *If yes, how many?* _____

Family Medical Leave: ☐ No ☐ Yes *If yes, how many?* _____

IV. Impressions. Please *check* the box indicating your agreement with each of the following items. The 5-point likert scale ranges from 1 to 5, with 1 indicating disagree completely and 5 indicating agree completely.

	Disagree Completely 1	Disagree 2	Neutral 3	Agree 4	Agree Completely 5
1. The applicant appears to be highly committed to the organization..					
2. The applicant appears to be emotionally attached to this organization.					
3. The applicant views the organization's problems as his or her own.					
4. The applicant really cares about the fate of this organization.					
5. The applicant has too few options to consider leaving this organization.					
6. The applicant stays with this organization as a matter of necessity as much as desire.					
7. The applicant continues working for the organization because leaving would require considerable personal sacrifice – another organization may not match the overall benefits the employee has.					
8. The applicant would find it hard to leave the organization even if he/she wanted to.					

V. Promotability. Please *check* the box indicating how likely you are to *recommend promotion* of this applicant based upon a 4-point likert scale, with 1 indicating strongly disagree and 4 indicating strongly agree.

	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4
1. I would promote this applicant.				
2. I endorse this applicant for promotion.				
3. This applicant should definitely be promoted.				
4. I would recommend this applicant for promotion.				

Please explain briefly why you believe the applicant is or is not suitable for promotion.

[illegible]

Appendix J

Participant Background Information Form

The following information is requested for statistical purposes. All information is confidential and will not be used to identify individuals.

Participant I.D.#: _____

~~~~~  
Please check *only one* response for each of the following items except where indicated otherwise.

1.) **Gender:** \_\_\_\_\_ Male    \_\_\_\_\_ Female

2.) **Age:**

\_\_\_\_\_ 20-29  
\_\_\_\_\_ 30-39  
\_\_\_\_\_ 40 and older  
\_\_\_\_\_ other

3.) **Ethnicity:**

\_\_\_\_\_ American Indian  
\_\_\_\_\_ Asian/Pacific Islander  
\_\_\_\_\_ Black/African American (not of Hispanic Origin)  
\_\_\_\_\_ Hispanic  
\_\_\_\_\_ White/Caucasian

4.) **Managerial Experience:**

\_\_\_\_\_ none (*skip question #5*)  
\_\_\_\_\_ 1-4 years  
\_\_\_\_\_ 5-10 years  
\_\_\_\_\_ more than 10 years

5.) **Industry Where You Managed: (*Please check all that apply*)**

\_\_\_\_\_ Agricultural  
\_\_\_\_\_ Banking/Financial  
\_\_\_\_\_ Retail  
\_\_\_\_\_ Publishing  
\_\_\_\_\_ Information Technology  
\_\_\_\_\_ Manufacturing  
\_\_\_\_\_ Construction  
\_\_\_\_\_ Wholesale  
\_\_\_\_\_ Food Service  
\_\_\_\_\_ Health Service  
\_\_\_\_\_ Real Estate  
\_\_\_\_\_ Education  
\_\_\_\_\_ Social Service  
\_\_\_\_\_ Communication  
\_\_\_\_\_ Other (*please explain*) \_\_\_\_\_

6.) **Major/Specialty: (*Please check all that apply*)**

- ☐ Accounting  
☐ Banking and Finance Management  
☐ Economics  
☐ General Business  
☐ International Business  
☐ Management  
☐ Management Information Systems  
☐ Marketing and Distribution  
☐ Real Estate  
☐ Risk Management and Insurance  
☐ Other (*please explain*) \_\_\_\_\_

7.) **Marital Status:**

- ☐ Single (*with* children)  
☐ Single (*without* children)  
☐ Married (*with* children)  
☐ Married (*without* children)

8.) **Familiarity with the Family Medical Leave Act (FMLA):**

- ☐ I have used FMLA  
☐ I have *NOT* used FMLA, but I am *knowledgeable* about the policy  
☐ I have *NOT* used FMLA and I am *NOT knowledgeable* about the policy

## Appendix K

### Debriefing Statement

Despite the growing need for family friendly work policies, few studies have investigated how use of such policies are viewed within organizations. Under the Family Medical Leave Act (FMLA), employees of companies with at least 50 employees are guaranteed up to 12 weeks of unpaid leave per year to care for newborn or newly adopted children, seriously ill spouses, children, or parents, and to recover from their own serious health conditions (including pregnancy).

However, it should be noted that the FMLA was only signed into law in 1993 after nearly a decade of debate and compromise. Three main opponents of the bill were the Chamber of Commerce, the National Association of Manufacturers, and the National Foundation of Independent Businesses. Therefore, it is important to realize that the FMLA is a law that many employers were against, but forced by the federal government to adopt into practice. Thus, the question remains as to whether or not use of the FMLA impedes career advancement? The purpose of this study was to understand two issues regarding managerial perceptions of those who utilize the FMLA. The first question is whether FMLA users are biased against in terms of promotion opportunities? If so, are managerial biases moderated by gender. That is, are the effects of FMLA use on promotion decisions different for men and women?

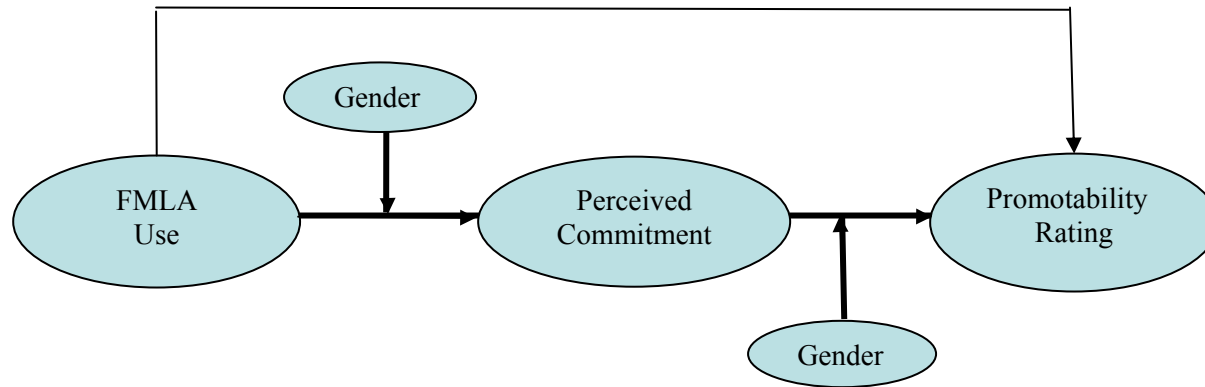
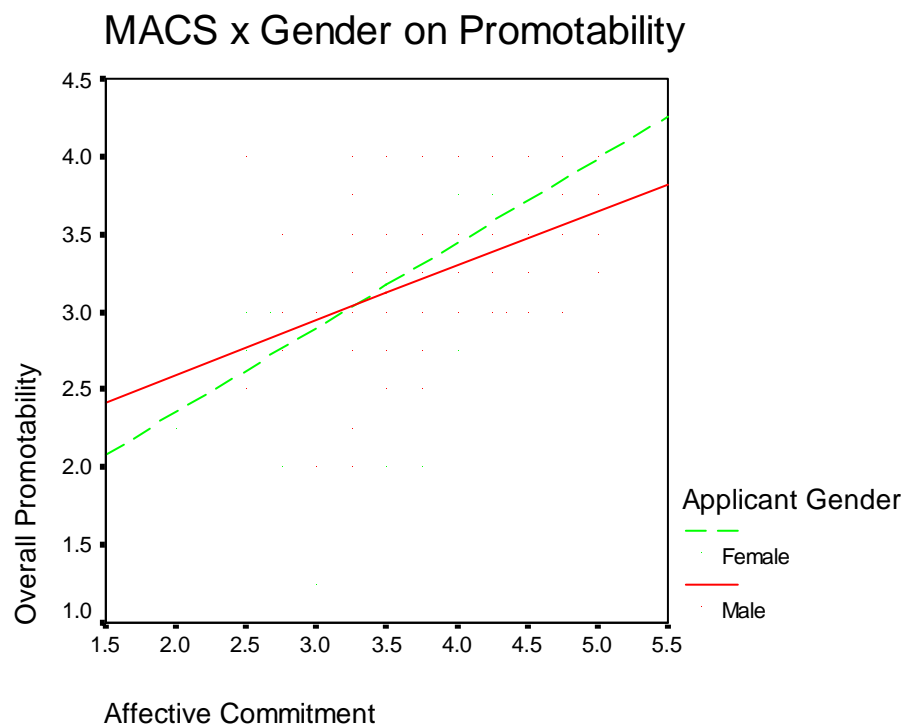


Figure 1: Proposed Relationship between FMLA Use and Promotability Ratings



**Figure 2:** Affective Commitment by Gender Interaction for Promotability



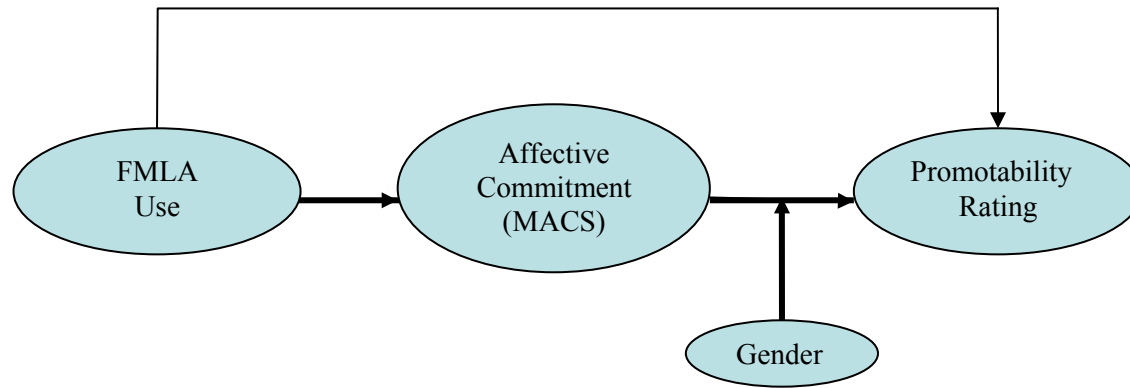


Figure 3: Obtained Relationship between FMLA Use and Promotability Ratings

TABLE 1

*SOCIAL SERVICE SAMPLE DEMOGRAPHIC INFORMATION*

| <u>CHARACTERISTIC</u>    | <u>FREQUENCY</u> | <u>PERCENT</u> |
|--------------------------|------------------|----------------|
| Sample size              | 68               | 100            |
| Gender                   |                  |                |
| Male                     | 22               | 32.4           |
| Female                   | 46               | 67.6           |
| Total                    | 68               | 100.0          |
| Age                      |                  |                |
| 17-19                    | --               | --             |
| 20-29                    | 9                | 13.2           |
| 30-39                    | 15               | 22.1           |
| 40 and older             | 44               | 64.7           |
| Ethnicity                |                  |                |
| American Indian          | 1                | 1.5            |
| Asian/Pacific Islander   | 4                | 5.9            |
| Black/African American   | 44               | 64.7           |
| Hispanic                 | 11               | 16.2           |
| White/Caucasian          | 7                | 10.3           |
| Other                    | 1                | 1.5            |
| Managerial Experience    |                  |                |
| None                     | 20               | 29.4           |
| 1 - 4 years              | 17               | 25             |
| 5 - 10 years             | 12               | 17.6           |
| > 10 years               | 17               | 25             |
| Missing                  | 2                | 2.9            |
| Total                    | 68               | 100            |
| Marital Status           |                  |                |
| Single with children     | 17               | 25             |
| Single without children  | 17               | 25             |
| Married with children    | 25               | 36.8           |
| Married without children | 8                | 11.8           |
| Missing                  | 1                | 1.5            |
| Total                    | 68               | 100            |

TABLE 2

*UNDERGRADUATE SAMPLE DEMOGRAPHIC INFORMATION*

| <u>CHARACTERISTIC</u>    | <u>FREQUENCY</u> | <u>PERCENT</u> |
|--------------------------|------------------|----------------|
| Sample size              | 128              | 100            |
| Gender                   |                  |                |
| Male                     | 89               | 69.5           |
| Female                   | 39               | 30.5           |
| Total                    | 128              | 100.0          |
| Age                      |                  |                |
| 17-19                    | 43               | 33.6           |
| 20-29                    | 82               | 64.1           |
| 30-39                    | --               | --             |
| 40 and older             | --               | --             |
| Missing                  | 3                | 2.3            |
| Ethnicity                |                  |                |
| American Indian          | 1                | 8              |
| Asian/Pacific Islander   | 7                | 5.5            |
| Black/African American   | 2                | 1.6            |
| Hispanic                 | 3                | 2.3            |
| White/Caucasian          | 114              | 89.1           |
| Other                    | 1                | 8              |
| Managerial Experience    |                  |                |
| None                     | 90               | 70.3           |
| 1 - 4 years              | 37               | 28.9           |
| 5 - 10 years             | --               | --             |
| > 10 years               | --               | --             |
| Missing                  | 1                | .8             |
| Total                    | 128              | 100            |
| Marital Status           |                  |                |
| Single with children     | 7                | 5.5            |
| Single without children  | 119              | 93             |
| Married with children    | 1                | .8             |
| Married without children | 1                | .8             |
| Total                    | 128              | 100            |

TABLE 3

*FINAL COMBINED SAMPLE DEMOGRAPHIC INFORMATION*

| <u>CHARACTERISTIC</u>    | <u>FREQUENCY</u> | <u>PERCENT</u> |
|--------------------------|------------------|----------------|
| Sample populations       |                  |                |
| Social Service Employees | 68               | 35             |
| Undergraduates           | 128              | 65             |
| Total                    | 196              | 100.0          |
| Gender                   |                  |                |
| Male                     | 111              | 56.6           |
| Female                   | 85               | 43.4           |
| Total                    | 196              | 100.0          |
| Age                      |                  |                |
| 17-19                    | 43               | 21.9           |
| 20-29                    | 91               | 46.4           |
| 30-39                    | 15               | 7.7            |
| 40 and older             | 44               | 22.4           |
| Missing                  | 3                | 1.5            |
| Ethnicity                |                  |                |
| American Indian          | 2                | 1              |
| Asian/Pacific Islander   | 11               | 5.6            |
| Black/African American   | 46               | 23.5           |
| Hispanic                 | 14               | 7.1            |
| White/Caucasian          | 121              | 61.7           |
| Other                    | 2                | 1              |
| Managerial Experience    |                  |                |
| None                     | 110              | 56.1           |
| 1 - 4 years              | 54               | 27.6           |
| 5 - 10 years             | 12               | 6.1            |
| > 10 years               | 17               | 8.7            |
| Missing                  | 3                | 1.5            |
| Marital Status           |                  |                |
| Single with children     | 24               | 12.2           |
| Single without children  | 136              | 69.4           |
| Married with children    | 26               | 13.3           |
| Married without children | 9                | 4.6            |
| Missing                  | 1                | .5             |

TABLE 4

*SAMPLE SIZES, MEANS, STANDARD DEVIATIONS, & CORRELATIONS*

| <i>VARIABLES</i>                       | <i>N</i> | <i>M</i> | <i>SD</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> | <i>6</i> | <i>7</i> | <i>8</i> | <i>9</i> | <i>10</i> | <i>11</i> |
|----------------------------------------|----------|----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| 1. Organization <sup>a</sup>           | 196      | .65      | .48       | 1        |          |          |          |          |          |          |          |          |           |           |
| 2. Managerial Experience <sup>b</sup>  | 193      | 1.67     | .938      | -.559**  | 1        |          |          |          |          |          |          |          |           |           |
| 3. Applicant Gender <sup>c</sup>       | 196      | .51      | .50       | -.06     | .028     | 1        |          |          |          |          |          |          |           |           |
| 4. FMLA Use <sup>d</sup>               | 196      | 1.09     | .79       | .07      | .026     | .04      | 1        |          |          |          |          |          |           |           |
| 5. Affective Commitment <sup>e</sup>   | 194      | 3.70     | .59       | .27**    | -.102    | -.03     | -.12*    | 1        |          |          |          |          |           |           |
| 6. Continuance Commitment <sup>f</sup> | 193      | 2.64     | .67       | .29**    | -.201**  | -.02     | .07      | .08      | 1        |          |          |          |           |           |
| 7. Overall Promotability <sup>g</sup>  | 191      | 3.23     | .55       | .02      | -.014    | .07      | -.30**   | .47**    | -.01     | 1        |          |          |           |           |

| VARIABLES                                      | N   | M    | SD    | 1       | 2       | 3      | 4     | 5      | 6      | 7     | 8      | 9      | 10    | 11 |
|------------------------------------------------|-----|------|-------|---------|---------|--------|-------|--------|--------|-------|--------|--------|-------|----|
| 8. Rater Gender <sup>h</sup>                   | 196 | 1.43 | .497  | -.357** | .081    | .104   | -.083 | .022   | -.099  | .059  | 1      |        |       |    |
| 9. Rater Ethnicity <sup>i</sup>                | 196 | 4.27 | 1.092 | .624**  | -.382** | -.007  | .014  | .240** | .164*  | .030  | .227** | 1      |       |    |
| 10. Rater's Marital Status <sup>j</sup>        | 195 | 2.10 | .658  | -.282** | .271**  | -.048  | .014  | -.155* | -.139  | -.032 | .022   | -.155* | 1     |    |
| 11. Rater's Familiarity with FMLA <sup>k</sup> | 194 | 2.30 | .640  | .410**  | .272**  | -.163* | -.022 | .150*  | .191** | -.149 | -.102  | .254** | -.111 | 1  |

\*\* Correlation is significant at the .01 level (1-tailed)

\* Correlation is significant at the .05 level (1-tailed)

a: Social Service = 0, University = 1

b: None = 1, 1 - 4 years = 2, 5 -10 years = 3, more than 10 years = 4

c: Male = 0, Female = 1

d: Never = 0, 1-time = 1, 2-times = 2

e: Based on a 5-point likert scale; Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

f: Based on a 5-point likert scale; Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

g: Based on a 4-point likert scale; Strongly Disagree = 1, Disagree = 2, Agree = 3, Strongly Agree = 4

h: Male = 1, Female = 2

i: 1 = American Indian, 2 = Asian/Pacific Islander, 3 = Black/African American (not of Hispanic origin), 4 = Hispanic, 5 = White/Caucasian

j: 1 = Single (with children), 2 = Single (without children), 3 = Married (with children), 4 = Married (without children)

k: 1 = None, 2 = 1 - 4 years, 3 = 5 - 10 years, 4 = more than 10 years

TABLE 5

*ANOVA FOR OVERALL PROMOTABILITY BY FMLA USE*

| <b>Source</b>  | <b>df</b> | <b>SS</b> | <b>MS</b> | <b>F</b> |
|----------------|-----------|-----------|-----------|----------|
| Between Groups | 2         | 5.38      | 2.69      | 9.88**   |
| Within Groups  | 188       | 51.20     | .27       |          |
| <b>Total</b>   | 190       | 56.58     |           |          |

\*\* $p < .01$ , one-tailed

TABLE 6

*CELL MEANS FOR DEPENDENT VARIABLES BY FMLA USE*

| <b>FMLA Use Condition</b> | <b>Affective Commitment <sup>a</sup></b> | <b>Continuance Commitment <sup>b</sup></b> | <b>Promotability <sup>c</sup></b> |
|---------------------------|------------------------------------------|--------------------------------------------|-----------------------------------|
| Never                     | 3.78 (.63)<br><i>n = 53</i>              | 2.50 (.60)<br><i>n = 52</i>                | 3.44 (.52)<br><i>n = 51</i>       |
| 1-time                    | 3.73 (.59)<br><i>n = 73</i>              | 2.75 (.66)<br><i>n = 73</i>                | 3.30 (.47)<br><i>n = 72</i>       |
| 2-time                    | 3.60 (.54)<br><i>n = 68</i>              | 2.64 (.71)<br><i>n = 68</i>                | 3.02 (.57)<br><i>n = 68</i>       |

*Key:* Cell means appear as the first number in top row of cell, numbers in parentheses ( ) are associated standard deviations, italicized numbers indicate the number of participants per cell.

Scale Anchors:

a: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

b: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

c: Strongly Disagree = 1, Disagree = 2, Agree = 3, Strongly Agree = 4



TABLE 7

*ANOVA FOR OVERALL PROMOTABILITY BY THE 6 EXPERIMENTAL CONDITIONS*

| <b>Source</b>  | <b>df</b> | <b>SS</b> | <b>MS</b> | <b>F</b> |
|----------------|-----------|-----------|-----------|----------|
| Between Groups | 5         | 6.13      | 1.23      | 4.49**   |
| Within Groups  | 185       | 50.45     | .27       |          |
| <b>Total</b>   | 190       | 56.58     |           |          |

*\*\* $p < .01$ , one-tailed*

TABLE 8

*CELL MEANS FOR DEPENDENT VARIABLES BY THE 6 EXPERIMENTAL CONDITIONS*

| <b>Applicant Gender</b> | <b>FMLA Use Condition</b> | <b>Affective Commitment <sup>a</sup></b> | <b>Continuance Commitment <sup>b</sup></b> | <b>Promotability <sup>c</sup></b> |
|-------------------------|---------------------------|------------------------------------------|--------------------------------------------|-----------------------------------|
| <b>Male</b>             | Never                     | 3.86 (.65)<br><i>n = 28</i>              | 2.45 (.68)<br><i>n = 28</i>                | 3.46 (.51)<br><i>n = 28</i>       |
|                         | 1-time                    | 3.74 (.59)<br><i>n = 36</i>              | 2.72 (.59)<br><i>n = 36</i>                | 3.22 (.47)<br><i>n = 35</i>       |
|                         | 2-time                    | 3.57 (.58)<br><i>n = 33</i>              | 2.78 (.77)<br><i>n = 33</i>                | 2.95 (.47)<br><i>n = 33</i>       |
| <b>Female</b>           | Never                     | 3.70 (.61)<br><i>n = 25</i>              | 2.56 (.49)<br><i>n = 24</i>                | 3.40 (.54)<br><i>n = 23</i>       |
|                         | 1-time                    | 3.72 (.60)<br><i>n = 37</i>              | 2.79 (.74)<br><i>n = 37</i>                | 3.36 (.47)<br><i>n = 37</i>       |
|                         | 2-time                    | 3.64 (.50)<br><i>n = 35</i>              | 2.50 (.64)<br><i>n = 35</i>                | 3.09 (.66)<br><i>n = 35</i>       |

Key: Cell means appear as the first number in top row of cell, numbers in parentheses ( ) are associated standard deviations, italicized numbers indicate the number of participants per cell.

Scale Anchors:

a: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

b: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

c: Strongly Disagree = 1, Disagree = 2, Agree = 3, Strongly Agree = 4

TABLE 9

## TESTING MEDIATOR EFFECTS USING HIERARCHICAL REGRESSION

| Testing Steps in Mediation model       | R <sup>2</sup> | ΔR <sup>2</sup> | ΔF      | Unst. b | SE   | St. β  |
|----------------------------------------|----------------|-----------------|---------|---------|------|--------|
| <b>MACS as a mediator</b>              |                |                 |         |         |      |        |
| Testing Step 1 (Model 1) <sup>a</sup>  | .09            |                 |         |         |      |        |
| Outcome: MACS                          |                |                 |         |         |      |        |
| Controls: Sample Population            |                |                 |         | .390    | .104 | .313** |
| Managerial Experience                  |                |                 |         | .045    | .053 | .070   |
| Predictor: FMLA use                    |                |                 |         | -.11    | .05  | -.15*  |
| Testing Step 2 (Model 2)               | .09            |                 |         |         |      |        |
| Outcome: Promotability                 |                |                 |         |         |      |        |
| Controls: Sample Population            |                |                 |         | .052    | .099 | .045   |
| Managerial Experience                  |                |                 |         | .012    | .050 | .020   |
| Predictor: FMLA use                    |                |                 |         | -.21    | .05  | -.30** |
| Testing Step 3 (Model 3)               | .29            |                 |         |         |      |        |
| Outcome: Promotability                 |                |                 |         |         |      |        |
| Controls: Sample Population            |                |                 |         | -.12    | .09  | -.10   |
| Managerial Experience                  |                |                 |         | -.01    | .05  | -.02   |
| Mediator: MACS                         |                |                 |         | .43     | .06  | .47**  |
| Predictor: FMLA use                    |                |                 |         | -.16    | .04  | -.23** |
| Difference between Model 2 and Model 3 | .29            | .20             | 50.46** |         |      |        |
| <b>MCCS as a mediator<sup>b</sup></b>  |                |                 |         |         |      |        |
| Testing Step 1 (Model 1)               | .08            |                 |         |         |      |        |
| Outcome: MCCS                          |                |                 |         |         |      |        |
| Controls: Sample Population            |                |                 |         | .309    | .119 | .221** |
| Managerial Experience                  |                |                 |         | -.056   | .061 | -.078  |
| Predictor: FMLA use                    |                |                 |         | .03     | .06  | .04    |

Note: <sup>a</sup> Variables sample population and managerial experience were entered as control variables for each model. All F values were significant at .05 level. <sup>b</sup> Steps 2 and 3 were not conducted since Step 1 was not significant.

\* $p < .05$ , one-tailed

\*\* $p < .01$ , one-tailed

TABLE 10

*TESTING GENDER MODERATION EFFECTS ON THE FML – COMMITMENT RELATIONSHIP USING**HIERARCHICAL REGRESSION*

| <b>Testing Steps in Moderation model</b> | <b>R<sup>2</sup></b> | <b>ΔR<sup>2</sup></b> | <b>ΔF</b> | <b>Unst. b</b> | <b>SE</b> | <b>St. β</b> |
|------------------------------------------|----------------------|-----------------------|-----------|----------------|-----------|--------------|
| <b>MACS as outcome variable</b>          |                      |                       |           |                |           |              |
| Step 1: Controls <sup>a</sup>            | .072                 | .072                  | 7.306**   |                |           |              |
| Sample Population                        |                      |                       |           | .371           | .105      | .297**       |
| Managerial Experience                    |                      |                       |           | .039           | .054      | .061         |
| Step 2: Main Effects                     | .094                 | .022                  | 2.242*    |                |           |              |
| Predictor: FML                           |                      |                       |           | -.111          | .053      | -.147*       |
| Moderator: Gender                        |                      |                       |           | -.019          | .082      | -.016        |
| Step 3: Interaction Effect <sup>b</sup>  | .101                 | .007                  | 1.487     |                |           |              |
| FML x Gender                             |                      |                       |           | .128           | .105      | .171         |
| <b>MCCS as outcome variable</b>          |                      |                       |           |                |           |              |
| Step 1: Controls <sup>a</sup>            | .075                 | .075                  | 7.585**   |                |           |              |
| Sample Population                        |                      |                       |           | .313           | .119      | .224**       |
| Managerial Experience                    |                      |                       |           | -.055          | .061      | -.077        |
| Step 2: Main Effects                     | .077                 | .002                  | .220      |                |           |              |
| Predictor: FML                           |                      |                       |           | .031           | .060      | .037         |
| Moderator: Gender                        |                      |                       |           | -.040          | .093      | -.031        |
| Step 3: Interaction Effect <sup>b</sup>  | .087                 | .009                  | 1.871     |                |           |              |
| FML x Gender                             |                      |                       |           | -.164          | .120      | -.194        |

*Note: <sup>a</sup> Variables sample population and managerial experience were entered as control variables for each model. <sup>b</sup> Test of hypothesis 3*

*\* $p \leq .05$ , one-tailed*

*\*\* $p < .01$ , one-tailed*

TABLE 11

*TESTING GENDER MODERATION EFFECTS ON THE COMMITMENT - PROMOTABILITY**RELATIONSHIP USING HIERARCHICAL REGRESSION*

| <b>Testing Steps in Moderation model</b> | <b>R<sup>2</sup></b> | <b>ΔR<sup>2</sup></b> | <b>ΔF</b> | <b>Unst. b</b> | <b>SE</b> | <b>St. β</b> |
|------------------------------------------|----------------------|-----------------------|-----------|----------------|-----------|--------------|
| <b>MACS as predictor</b>                 |                      |                       |           |                |           |              |
| Step 1: Controls <sup>a</sup>            | .000                 | .000                  | .021      |                |           |              |
| Sample Population                        |                      |                       |           | .016           | .103      | .014         |
| Managerial Experience                    |                      |                       |           | -.002          | .053      | -.003        |
| Step 2: Main Effects                     | .240                 | .240                  | 28.775**  |                |           |              |
| Predictor: MACS                          |                      |                       |           | .463**         | .062      | .503**       |
| Moderator: Gender                        |                      |                       |           | .086           | .070      | .079         |
| Step 3: Interaction Effect <sup>b</sup>  | .253                 | .013                  | 3.062*    |                |           |              |
| MACS x Gender                            |                      |                       |           | .209*          | .120      | .726*        |
| <b>MCCS as predictor</b>                 |                      |                       |           |                |           |              |
| Step 1: Controls <sup>a</sup>            | .001                 | .001                  | .077      |                |           |              |
| Sample Population                        |                      |                       |           | .040           | .104      | .035         |
| Managerial Experience                    |                      |                       |           | .009           | .053      | .014         |
| Step 2: Main Effects                     | .005                 | .004                  | .363      |                |           |              |
| Predictor: MCCS                          |                      |                       |           | .000           | .063      | .000         |
| Moderator: Gender                        |                      |                       |           | .069           | .081      | .063         |
| Step 3: Interaction Effect <sup>b</sup>  | .017                 | .012                  | 2.244     |                |           |              |
| MACS x Gender                            |                      |                       |           | .183           | .122      | .468         |

*Note: <sup>a</sup> Variables sample population and managerial experience were entered as control variables for each model. <sup>b</sup> Test of hypothesis 4*

*\* $p < .05$ , one-tailed*

*\*\* $p < .01$ , one-tailed*