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THE EFFECT OF TAKING A PATERNITY LEAVE ON MEN'S CAREER OUTCOMES:
THE ROLE OF COMMUNALITY PERCEPTIONS

by

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DISSERTATION

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Abstract

Paternity leave policies, important tools for promoting gender equality that give men an opportunity to care for their newborn children, are becoming increasingly popular and legislated worldwide. However, there has been little research on how paternity leaves impact men's careers and the research that exists has been inconclusive. This is problematic because, while men are increasingly being encouraged to take paternity leaves, they fear that such leaves may undermine their careers. Counter to these fears, by integrating the literature on changing norms regarding effective leadership with expectancy violation theory, I suggest that taking a paternity leave can enhance others' perceptions of men's communality, which are, in turn, related to positive career outcomes. I tested my hypotheses in four studies in the context of Canadian parental leave policies. In a sample of undergraduate students (Study 1) and employees (Study 2), I found that increased communality perceptions underlie the positive effect of taking a paternity leave (vs. no paternity leave) on perceptions of men's hireability, reward recommendations, and leadership effectiveness. In Study 3, I found that this positive effect of paternity leaves on perceptions of men's career outcomes was stronger in a female-dominated position (human resources) than in a male-dominated position (finance). In Study 4, I examined whether the positive effect of paternity leaves in a male-dominated position is stronger when a policy that reserves time for fathers only exists compared to when such a policy does not exist, but did not find support for this. Rather, I found additional evidence for the positive indirect effect of paternity leaves on perceptions of men's career outcomes via communality perceptions in a male-dominated position, regardless of the existence of a policy that reserves the leave for fathers only. Implications for theory and practice are discussed.

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The Effect of Taking a Paternity Leave on Men's Career Outcomes:

The Role of Communality Perceptions

Paternity leave policies, which give men an opportunity to spend time with and take care of their newborn children, are becoming increasingly popular and legislated in many countries, including Canada (Blum, Koslowski, Macht & Moss, 2018; Gharib, 2018). In line with the trend of legislating paternity leaves at the national level, organizations such as Facebook, Netflix, and Google have also started encouraging their male employees to take advantage of available paternity leaves (Cain Miller, 2014). Going a step further in encouraging men to take time off from work and take care of their newborn children, some countries (e.g., Sweden, Iceland, Denmark) also legislate a portion of parental leaves exclusively for men (i.e., policies that dedicate time specifically to men's leave and cannot be transferred to women), and other countries are starting to follow this trend. For example, the federal government of Canada has recently implemented a new parental sharing benefit that gives up to eight additional weeks exclusively to the "second" parent, which predominantly tends to be men, with the explicit intent to motivate more men to take parental leaves (Government of Canada, 2019). These progressive policies and initiatives are critically important for gender equality as men's increased involvement in childcare can help improve women's career outcomes (e.g., Hideg, Krstic, Trau, & Zarina, 2018a; Johansson, 2010) and fathers' involvement in child rearing leads to positive outcomes for children (e.g., decreased behavioural problems and increased academic achievement; Aldous & Mulligan, 2002; Sarkadi, Kristiansson, Oberklaid, & Bremberg, 2008).

At the same time, however, the effect of taking paternity leaves on men's career outcomes is not well understood. Given that paternity leaves are a relatively new phenomenon in the workplace, the corresponding research is limited and the little research that exists has

produced inconsistent and inconclusive results. For example, some studies have shown negative effects (e.g., Allen & Russell, 1999; Judiesch & Lyness, 1999), while others have found no effects (e.g., Fleischmann & Sieverding, 2015) or even positive effects (e.g., Kmec, Huffman, & Penner, 2014) of taking a paternity leave on men's career outcomes. Providing greater understanding of this phenomenon is critically important for the following reasons. First, paternity leave policies are an important tool for increasing gender equality as they allow women an opportunity to return to work sooner (should they wish to), thus positively impacting their career outcomes (Hideg et al., 2018b; Ray, Gornick, & Schmitt, 2010). However, for such initiatives to be truly effective in promoting gender equality, men need to take such leaves. The uptake of paternity leaves has been low and one common reason for this is a fear that men who take paternity leaves may suffer negative career consequences (Bünning & Pollmann-Schult, 2016; Choroszewicz & Tremblay, 2018). Second, as more countries and organizations start implementing paternity leave policies, the number of men utilizing such policies will presumably continue to increase, impacting a large working population (Bünning & Pollmann-Schult, 2016); yet, there is no clear understanding of what their impact may be. Thus, a greater understanding of the effects of paternity leaves on men's career outcomes is needed.

To address this issue, the overarching goal of my dissertation is to examine the effect of taking a paternity leave on men's career outcomes, in particular when seeking leadership positions. Drawing on the literature on changing norms regarding effective leadership and integrating it with expectancy violation theory, I suggest that taking a paternity leave may, counter to popular beliefs and fears, have positive effects on men's careers. This is because taking a paternity leave may enhance others' perceptions of men's communality, i.e., traits generally ascribed to women, such as warmth, friendliness, and being sensitive to the needs of

others (Eagly, 1987; Rudman, Moss-Racusin, Phelan, & Nauts, 2012). While communality has traditionally not been linked to effective leadership, recent changes in social norms and the business landscape suggest that communality is increasingly being associated with contemporary forms of leadership effectiveness (Eagly & Carli, 2003; Paustian-Underdahl, Walker, & Woehner, 2014). Further, drawing on expectancy violation theory, which argues that positive stereotype violations can elicit positive reactions in observers (Jussim, Coleman, & Lerch, 1987), I suggest that these recent changes and trends coupled with men not traditionally being seen as communal may lead to a positive stereotype violation. As such, I expect that others' perceptions of men's communality (invoked by taking a paternity leave) will lead to positive career outcomes.

I tested my hypotheses in the context of Canadian parental leave policies, which provide up to 61 weeks of parental leave with paid provisions through the national employment insurance program, calculated as a percentage of employees' previous earnings.¹ In Study 1 and 2, I examined the effect of taking a paternity leave (vs. no paternity leave) on others' perceptions of men's communality and men's career outcomes (i.e., perceptions of hireability, reward recommendations, and leadership effectiveness). In Study 3, I sought to provide additional evidence that an increase in communality perceptions due to taking a paternity leave presents a positive stereotype violation for men by examining whether the positive effect of taking a paternity leave is stronger in a female-dominated position (human resources; HR) where communality may be more valued, and weaker in a male-dominated position (finance) where communality may be less valued. In Study 4, I examined whether the positive effect of taking a

¹ Until the end of 2017, the parental leave policy in Canada offered new parents 35 weeks of parental leave with paid provisions at 55% of their weekly earnings up to a certain maximum. In 2018, the parental leave policy was extended to 61 weeks, giving new parents an option to either take 35 weeks at 55% of their pay or 61 weeks at 33% of their pay (up to a certain maximum). Further, parental leave in Canada can be shared between two parents in any way they wish (e.g., a woman may take the whole 35 or 61 weeks, a man may take the whole 35 or 61 weeks, or they can share the 35 or 61 weeks any way they like).

paternity leave in a male-dominated position is stronger or improved when parental leave is reserved exclusively for men (e.g., “use it or lose it”).

This dissertation will make several important theoretical and practical contributions. First, I contribute to the literature on paternity leaves and their consequent career effects by (a) providing a critical understanding of a contemporary phenomenon of men taking parental leaves and (b) identifying one potential underlying mechanism of the effect of taking a paternity leave on men's career outcomes: communality perceptions. Identifying an underlying mechanism is important as understanding what drives these potential positive outcomes may also help us understand its boundary effects (i.e., position type). Second, my research contributes to the literature on communality by showing that, counter to some past research suggesting that men are punished for counter-stereotypical behaviours such as exhibiting communality (e.g., Rudman & Glick, 1999), I show that communality perceptions may also be associated with beneficial outcomes for men. This finding is in line with nascent research suggesting a communality benefit for men (e.g., Gabriel, Butts, Yuan, Rosen, & Sliter, 2018; Hentschel, Braun, Peus, & Frey, 2018). Third, the results of my dissertation will contribute to the broader literature on gender equality by examining an under-researched aspect of gender equality: men and men's experiences. Finally, this research offers important practical insights for men looking to take advantage of paternity leave policies and for organizations and governments that implement such policies.

Literature Review

The Effect of Paternity Leave on Men's Career Outcomes

Early research examining the effects of paternity leave on men's career outcomes and the perceptions that others have of men who utilize such policies emerged in the 1990's and has for

the most part uncovered negative effects. For example, in a series of experimental studies, Allen and colleagues (Allen & Russell, 1999; Allen Russell, & Rush, 1994) found that men who took a parental leave, compared to a medical leave or no leave, had their success attributed to external factors, were less likely to be recommended for an overseas assignment and rewards, and were perceived as being less committed to their work. In addition to experimental studies, there has also been research using archival data in a U.S. (Judiesch & Lyness, 1999) and Swedish context (Albrecht, Edin, Sundstrom, & Vroman, 1999; Rege & Solli, 2013). This line of research has shown that taking a parental leave can have a negative effect on men's wages (Albrecht et al., 1999; Rege & Solli, 2013) and that it has been associated with fewer subsequent promotions, smaller salary increases, and greater reward penalties (Judiesch & Lyness, 1999).

However, more recent research² has uncovered less negative and to some degree positive effects of paternity leaves on men's career outcomes. In an experimental study, Fleischmann and Sieverding (2015) found that there was no effect of paternity leave, compared to no leave, on competence ratings, agency perceptions, or hiring probability and there was even a positive effect on likability and communality perceptions. Similarly, Kmec et al. (2014) found that men who took a parental leave compared to men who took other types of leave (e.g., to care for an elderly parent) were perceived as being more employable. Finally, Coleman and Franiuk (2011) suggested that the traditional view and role of fathers may be changing as they found overall positive impressions of men who take parental leaves.

While the results as a whole seem to be to some degree inconsistent, one pattern that emerges is that the results have become more positive over time. One potential explanation for the pattern of these findings are changing societal trends in terms of gender roles, such as men

² While Rege and Soli published their paper in 2013, their sample consists of data collected between the years 1992 and 2000.

being more involved in household duties and child care (Bianchi, Milkie, Sayer, & Robinson, 2000; Coltrane, 2000), companies offering parental leave and encouraging their male employees to take advantage of such leaves (Cain Miller, 2014), and countries offering parental leave that is reserved only for men (Blum et al., 2018). More importantly, this pattern of less negative (and to some degree positive) effects of paternity leaves on men's careers has coincided with changing norms in regards to what is considered effective leadership. Recent trends and research suggest that effective leadership today also entails communal traits, and taking a parental leave can enhance and make such traits more salient for men. Thus, I suggest that taking a parental leave may have positive effects on men's careers because it will increase others' perceptions of their communality. Before providing a full theoretical account for my hypotheses, I elaborate below on changing norms regarding effective leadership and the role of communality.

Changing Norms in Regards to Effective Leadership: The Role of Communality

For a number of years, there has existed a "think manager, think male" idea of leadership (Schein, 1973, 1975) in which the ideal managerial prototype was defined by agentic or masculine qualities such as assertive, confident, and competent (Prentice & Carranza, 2002; Rudman et al., 2012). In contrast, communal or feminine qualities such as warm, supportive, and sensitive to others, have traditionally been seen as incongruent with leadership roles (Eagly & Karau, 2002; Prentice & Carranza, 2002; Rudman et al., 2012). This idea that leadership is masculine and requires agentic traits, while communal traits are not needed and are potentially even detrimental for effective leadership, however, seems to be changing; recent literature suggests that leadership styles that encompass communal characteristics generally prescribed to women are seen as increasingly effective and needed in today's business landscape (Eagly & Carli, 2003; Paustian-Underdahl et al., 2014).

For example, it has been found that women are more likely than men to enact transformational leadership (Eagly & Johannesen-Schmidt, 2001), which involves key communal skills such as building relationships with subordinates, acting as a role model, inspiring them, and helping them reach goals (Bass, 1985; Burns, 1978). Research has found that transformational leadership is consistently related with leadership effectiveness and success (Eagly, Johannesen-Schmidt, & van Engen, 2003; Judge & Piccolo, 2004; Lowe, Kroeck, & Sivasubramaniam, 1996). Moreover, research has found that the masculine leadership prototype has decreased over time (Powell, Butterfield, & Parent, 2002) and that a more contemporary leadership prototype incorporates feminine qualities such as warmth, sensitivity, and understanding (Koenig, Eagly, Mitchell, & Ristikari, 2011). Overall, these results suggest that behaviours that are often attributed to women and that emphasize communal traits are seen as valuable for contemporary effective leadership.

Theory Development

Drawing on the above described literature on changing norms surrounding effective leadership, and integrating it with expectancy violation theory, I suggest that taking a paternity leave may lead to positive career outcomes because doing so can enhance others' perceptions of men's communality. Namely, being a parent, as well as nurturing and taking care of children, is commonly seen as requiring communal characteristics (Hebl, King, Glick, Singletary, & Kazama, 2007). In line with this reasoning, past research has shown that taking a paternity leave, compared to no leave, can increase others' perceptions of the leave taker's communality (Fleischmann and Sieverding, 2015). As such, I expect that paternity leaves should enhance others' perceptions of men's communality.

Hypothesis 1: Taking a paternity leave (vs. no paternity leave) leads to higher communality perceptions.

I further suggest that other's perceptions of men's communality may, in turn, impact men's career outcomes. This is because such communality perceptions of men should violate gender role stereotypes. Namely, gender roles outline the behaviours that are acceptable for men and women (Eagly, 1987); men are expected to display agentic traits (e.g., assertive, career oriented, and independent) while women are expected to display communal traits (e.g., warm, kind, sensitive to the needs of others; Eagly, 1987; Prentice & Carranza, 2002; Rudman et al., 2012). Thus, communality displays by men may be seen as counter to stereotypical gender roles and present a violation of traditional gender roles. Expectancy violation theory posits that when individuals violate a stereotype either in a positive or negative way, in comparison to confirming a stereotype, it will have a stronger influence on evaluations in the direction of the violation (Jussim et al., 1987). Thus, the effect of taking a paternity leave on men's career outcomes will depend on whether men's communality is seen as a positive or a negative violation of stereotypes. I suggest that communality perceptions stemming from men taking paternity leaves may be seen as a positive stereotype violation and lead to positive career outcomes for men. This is because communality is increasingly being perceived as effective in the business landscape and, in particular, in leadership, as described above. Further, communality may be seen as a positive stereotype violation for men because the male gender role is made up of traits that are perceived as being high in status (Rudman et al., 2012) and men are awarded higher status in general (see Ridgeway, 2001). With status comes privilege, providing men with the opportunity to reap the rewards of counter-stereotypical behaviour.

Supporting this notion that men's communality can be seen in a positive light, Gabriel et al. (2018) found that communal men compared to less communal men report lower male-instigated incivility. Similarly, Hentschel et al. (2018) found that male transformational leaders compared to male autocratic leaders are perceived as being more communal, and, consequently, this communality was related to higher ratings of leadership effectiveness and promotability. Moreover, in line with expectancy violation theory, they found that communality was more (positively) impactful on men's career outcomes (i.e., promotability) than women's career outcomes. Finally, Schreiner, Trent, Prange, and Allen (2018) found that male leaders engaging in more communal behaviours (e.g., showing concern for subordinates) were rated higher on leadership effectiveness and elicited higher leader satisfaction ratings compared to male leaders engaging in more agentic behaviours (e.g., providing structure and planning). Thus, I expect that men who take a paternity leave, compared to men who do not take a paternity leave, will be perceived as more communal, which, in turn, will be related to positive career outcomes. Specifically, I put forward the following hypotheses:

Hypothesis 2: Taking a paternity leave (vs. no paternity leave) leads to more positive career outcomes.

Hypothesis 3: Communality perceptions mediate the effect of taking a paternity leave (vs. no paternity leave) on men's career outcomes.

Overall Research Strategy

I tested my hypotheses in four complementary experimental studies in the context of Canadian parental leave policies. All four studies were situated in the context of an internal promotion into a leadership position in which participants were given a set of application materials that provided information about the position as well as the applicant. I first examined

the effect of taking a paternity leave (vs. no paternity leave) on others' perceptions of men's communality and men's career outcomes and whether perceptions of communality underlie this effect. I should note that my studies employed experimental methodology with hypothetical scenarios and, as such, it was not possible to measure actual career outcomes; rather, perceptions of career outcomes such as perceptions of hireability, reward recommendations, and leadership effectiveness were measured. Both Study 1 and 2 were situated in a gender-neutral context³ with the position of a marketing manager. This was important because communality may be viewed in more or less of a positive or negative light depending on the degree to which communal traits are seen as valued and required for success.

In Study 1, I explored two different lengths of paternity leave: a longer leave (i.e., six months) and a shorter leave (i.e., one month). The reason for examining a longer and shorter paternity leave is that, at the time of data collection, while men in Canada had the option of taking up to nine months of parental leave (with the option of splitting it with their partner however they wish), most men were taking relatively short leaves such as a few weeks (Findlay & Kohen, 2012). As such I wanted to examine reactions to both a commonly taken length and also a length that men could take. Consequently, I operationalized a shorter leave as one month and a longer leave as six months because the total length of maternity and parental leave available to parents at the time was one full year⁴ and, as such, six months represents an equal split between the two parents.

³ In a pilot study with a separate sample of 127 undergraduate students and a between-subjects design, participants indicated the percentage of men and the percentage of women they believed occupy the following four positions: marketing manager, finance manager, human resources manager, and accounting manager. Compared to the other positions, the marketing manager position was found to be the most gender-neutral as participants considered the amount of men who occupy the position ($M = 56.8\%$, $SD = 19.08$; $F(3,125) = 33.81$, $p < .001$) and the amount of women who occupy the position ($M = 43.2\%$, $SD = 19.08$; $F(3,126) = 31.47$, $p < .001$) to be closest to 50%.

⁴ At the time of Study 1, mothers had the option of taking up to 12 months of leave after the birth of a child (Government of Canada, 2019). Specifically, in addition to a nine-month parental leave that they could split as they wish with their partner, there was a three-month maternity leave reserved for mothers only.

In Study 2, I sought to replicate and increase the external validity of the results of Study 1 by using a sample of Canadian employees. In addition to examining the two lengths of paternity leave in Study 1, in Study 2 I also examined a second longer leave representing the maximum length currently available to Canadian fathers (i.e., 15 months) given the parental leave extension that happened after the data collection in Study 1.

Study 3 tests a possible boundary effect of the positive effects of taking a paternity leave via communality on men's career outcomes by examining the moderating effect of position type. In particular, I examined whether the positive effect of taking a paternity leave on men's career outcomes would be stronger in a female-dominated position where communality may be seen as more of a positive stereotype violation than in a male-dominated position. The position type was manipulated by providing participants with application materials for the position of an HR manager (i.e., a female-dominated position) or the position of a finance manager (i.e., a male-dominated position).⁵

Finally, in Study 4, I examined whether a parental leave policy that is reserved exclusively for men (i.e., "use it or lose it") can further improve the career outcomes of men who take a paternity leave in a masculine position because the existence of such a policy reserved for men only may signal that taking a paternity leave, and the consequent increase in communality perceptions, is common and in line with norms.

⁵ In the same pilot study discussed in footnote 3 in which I tested four positions (marketing manager, finance manager, HR manager, and accounting manager) to determine the percentage of women and the percentage of men participants believed occupied each position, the HR manager position was found to be the most female-dominated position while the finance manager position was found to be the most male-dominated position. In particular, compared to the other positions, participants considered the percentage of women who occupy the HR manager position to be the highest ($M = 61.8\%$, $SD = 17.08$; $F(3,126) = 31.47$, $p < .001$) and the percentage of men who occupy the position to be lowest ($M = 36.4\%$, $SD = 15.88$; $F(3,125) = 33.81$, $p < .001$). Similarly, compared to the other positions, participants considered the percentage of men who occupy the finance manager position to be the highest ($M = 71.7\%$, $SD = 12.65$) and the percentage of women who occupy the position to be lowest ($M = 26.7\%$, $SD = 12.82$).

Study 1

Method

Participants and procedure. Participants were 163 undergraduate business students (53% women; age: $M = 19.94$ years, $SD = 0.82$; work experience: $M = 2.86$ years; $SD = 2.00$) at a Canadian university. A total of 172 participants completed the study, but nine participants who did not correctly answer three attention checks (e.g., “Please respond with ‘disagree’ for this item”) were excluded (Meade & Craig, 2012). A power analysis using G*Power suggested that a total sample size of 150 is needed to have a power of .80 when the effect size is moderate (as was found in similar previous research; e.g., Hideg et al., 2018b) and the alpha level is .05 (Cohen, 1992). In exchange for their participation, they received partial course credit.

Participants came to a laboratory to complete an online survey in which the ostensible purpose of the study was to examine how impressions of job applicants are formed at the beginning of the hiring process when minimal information is provided. They were informed that they would be presented with a job application and that they would be providing an evaluation of the applicant for an internal position. All participants were first provided with a job advertisement for the position of a marketing manager (see below for more details). Next, they were randomly presented with one of three versions of a job application in which a male candidate took a six-month paternity leave, a one-month paternity leave, or no leave (in which no information about a leave was provided). Lastly, participants completed the measures described below.

Materials. The job advertisement and job application were modified from past published research (Hideg et al., 2018b). The job advertisement provided participants with general information about the position of marketing manager: job tasks (e.g., formulate, develop, and coordinate marketing activities and policies), the knowledge and skills required (e.g., knowledge

of business and management principles involved in strategic planning and administration), and a salary range for the position (\$75,000-\$125,000) (see Appendix A).

The job application portrayed the applicant as a man and included information about his education (i.e., an MBA degree), current position (i.e., marketing project coordinator), and current job duties (e.g., help manage, coordinate, and ensure that marketing projects are delivered as scheduled). Further, the applicant was portrayed as a highly qualified candidate by showing that he has some managerial experience, high performance evaluation scores, and favorable supervisor comments. Additionally, the application contained a section on leaves of absences in which a six-month paternity leave, one-month paternity leave, or no paternity leave was included (see Appendix B for an example).

Measures. All measures in this paper use a 7-point Likert response scale (1 = *strongly disagree*; 7 = *strongly agree*) unless otherwise noted. A complete list of all measures used in Study 1, 2, 3, and 4 can be found in Appendix C.

Communality perceptions were measured with a 16-item scale from Rudman et al. (2012) (e.g., warm, sensitive, supportive; $\alpha = .89$). *Hireability* was measured with a three-item scale from Rudman & Glick (1999) (e.g., "You would personally hire the applicant for the job;" $\alpha = .80$). *Reward recommendations* were measured with a six-item scale from Rudman and Mescher (2013) (e.g., a raise, a challenging project, a fast track executive training program; $\alpha = .84$) using a 10-point Likert response scale (1 = *not at all*; 10 = *very much so*).

Manipulation checks were included to verify that participants perceived the stimuli and manipulations correctly. Participants were asked to indicate (1) the gender of the applicant, (2) whether the applicant had taken a leave of absence, (3) what type of leave of absence the applicant had taken using a multiple choice question with the following three options: medical

leave, parental leave, or sabbatical leave, and (4) the length of the leave of absence using an open-response format. There were 95%, 99%, 94%, and 98% of participants who correctly answered questions 1, 2, 3, and 4, respectively.

Results

Preliminary analyses. The purpose of this study was to examine whether taking a paternity leave, compared to no leave, would lead to higher communality perceptions, and, in turn, to higher hireability and more reward recommendations. Given that there were two conditions in which men took a paternity leave (a six-month condition and a one-month condition), I first conducted one-way analyses of variance (ANOVAs) to test for differences in communality perceptions, hireability, and reward recommendations among the three conditions (see Table 1 for means and standard deviations).⁶

There was a significant main effect of condition when predicting communality perceptions, $F(2,160) = 7.20, p = .001, \eta^2 = .08$. As expected, applicants who took either a six-month paternity leave, $t(160) = 3.44, p = .001, d = .65$, or a one-month paternity leave, $t(160) = 3.11, p = .002, d = .64$, were perceived as being more communal compared to applicants who took no paternity leave; there was no difference between applicants who took a six-month vs. one-month paternity leave on communality perceptions, $t(160) = 0.29, p = .770, d = .05$. There was no main effect of condition when predicting hireability, $F(2, 160) = 1.74, p = .179, \eta^2 = .02$, or reward recommendations, $F(2, 160) = 0.67, p = .516, \eta^2 = .01$. Given that the two paternity leave conditions (six months and one month) did not differ on any outcome, I merged the two

⁶ I also examined whether participant gender influenced the results. There was no main effect of participant gender on hireability or reward recommendations. While there was a main effect of participant gender on communality, $F(1, 157) = 4.39, p = .038, \eta^2 = .03$, with women perceiving the applicant as more communal ($M = 5.01, SD = .64$) than men ($M = 4.82, SD = .59$), including it as a control variable did not change the significance or meaning of the results. Further, there was no significant interaction between paternity leave and participant gender in predicting communality, hireability, or reward recommendations. As such, I report analyses without controlling for participant gender.

conditions into one paternity leave condition and tested my hypotheses using this new merged condition (see below).

Testing hypotheses. Supporting Hypothesis 1, applicants who took a paternity leave were perceived as more communal compared to applicants who took no leave, $t(161) = 3.79, p < .001, d = .65$. However, there was no difference between the two conditions when predicting hireability, $t(161) = 1.73, p = .085, d = .30$, or reward recommendations, $t(161) = 0.81, p = .419, d = .14$. Thus, Hypothesis 2 was not supported.

Next, I tested whether communality underlies the effect of taking a paternity leave (vs. no paternity leave) on career outcomes (i.e., hireability and reward recommendations). Supporting Hypothesis 3, a bootstrapping procedure with 10,000 samples using PROCESS (Model 4; Hayes, 2013) showed significant indirect effects of taking a paternity leave (vs. no paternity leave) through communality perceptions on both hireability (indirect effect = .18, $SE = .06$, 95% confidence interval [CI] [.08, .33], $R^2 = .14$; see Figure 1) and on reward recommendations (indirect effect = .15, $SE = .08$, 95% CI [.03, .35], $R^2 = .04$; see Figure 2).

Discussion

The results of Study 1 provide initial empirical evidence that a paternity leave can positively impact perceptions of men's careers. In particular, I found that taking a paternity leave, compared to no leave, increased others' perceptions of men's communality, which in turn was related to higher perceptions of hireability for a leadership position and more reward recommendations. The results also suggest that both a longer (six-month) and a shorter (one-month) paternity leave can have a positive effect on perceptions of hireability and reward recommendations through increased perceptions of communality. That is, there were no significant differences between the two lengths of paternity leave. Finally, it is worth noting that

although there was an indirect effect of taking a paternity leave (vs. no leave) on perceptions of hireability and reward recommendations, there was no main effect on perceptions of hireability and reward recommendations. One reason for this could be that perceptions of communality are more of a proximal outcome of taking a paternity leave while hireability and reward recommendations are more of distal outcomes (Shrout & Bolger, 2002). Another reason for the lack of main effect even though there is a positive indirect effect could be that another competing mediator is also underlying the effect. This competing mediator may be acting in the opposite direction of communality, thus cancelling out the overall main effect.

Study 2

Study 1 provided preliminary evidence that paternity leaves may have some positive impacts on men's careers. However, it has limitations. Participants in Study 1 were undergraduate students with limited work and hiring experience in particular, which could have influenced their reactions. Thus, to provide external validity and extend the generalizability of the results, I test my hypotheses in a sample of working adults with substantial hiring and managerial experience in Study 2. In addition to this, given that the literature on changing norms surrounding effective leadership plays a pivotal role in my theorizing on how taking a paternity leave can positively impact men's career outcomes, I sought to expand the breadth of the dependent variables by also examining perceived leadership effectiveness as a career outcome. Further, in addition to testing the effect of a six-month and a one-month paternity leave on men's communality and career outcomes, I also examined a 15-month paternity leave because of recent extensions to Canadian parental leave policies that allow for a maximum 15-month parental leave as of December 2017 (Government of Canada, 2019). Finally, I sought to constructively

replicate my findings from Study 1 to ensure the replicability and robustness of the effects found in Study 1 (Nosek, Spies, & Motyl, 2012).

Method

Participants and procedure. Participants were 287 Canadian employees (50% women; age: $M = 30.29$ years, $SD = 9.09$; full-time work experience: $M = 2.06$ years, $SD = 4.08$; 50% managerial experience; 42% hiring experience) recruited via Prolific Academic, an online crowdsourcing platform designed to recruit participants for scientific research. Prolific Academic produces high quality data and participants on Prolific Academic have been found to be more diverse, more naïve, and less dishonest compared to other crowdsourcing platforms such as Amazon's Mechanical Turk (Peer, Brandimarte, Samat, & Acquisti, 2017). A total of 403 participants completed the study, but 116 participants who did not correctly answer three attention checks were excluded (Meade & Craig, 2012). A power analysis using G*Power suggested that a total sample size of 288 is needed to have a power of .80 when the effect size is small (calculated using the average effect size from Study 1) and the alpha level is .05 (Cohen, 1992). In exchange for their participation, they received £1.70 monetary compensation, which is in line with Prolific Academic guidelines for paying participants (£5 per hour).

The procedure of Study 2 resembled Study 1's procedure. First, participants read a job advertisement and job application for the position of a marketing manager. After they reviewed the job application, participants were randomly assigned to either a paternity leave condition, in which they viewed an internal HR form documenting applicant's past absences and showing that the applicant took either a 15-month, six-month, or one-month paternity leave, or to a no leave condition in which they did not view an internal HR form. Finally, participants completed the measures described below.

Materials. The job advertisement was identical to the one used in Study 1 (see Appendix A). The job application also contained the same information about the applicant as in Study 1 (e.g., the same education, past experience, and performance ratings), but the information regarding the paternity leave was removed to increase the external validity of the study as such information is typically not asked in a job application. Instead, participants in the paternity leave conditions were provided with an internal form that was depicted as an additional HR form. This internal form contained information about leaves of absence the applicant had taken within the past two years (i.e., sick leave, parental leave, bereavement leave, and compassionate care leave; see Appendix D). In the paternity leave conditions, only the parental leave section was checked off on the internal form, with the dates of the leave indicating the length, while no internal document was provided in the no leave condition.

Measures. Communality perceptions, hireability, and reward recommendations were measured using the same scales as in Study 1. Leadership effectiveness was measured with a three-item scale from Hentschel et al. (2018) (e.g., “If hired for the position, the applicant would be highly competent at leading employees;” see Appendix C for all items). Manipulation checks were the same as in Study 1. There were 96%, 95%, 92%, and 87% of participants who correctly answered questions 1, 2, 3, and 4, respectively.

Results

Preliminary analyses. Given that there were three conditions in which men took a paternity leave (a 15-month condition, a six-month condition, and a one-month condition), in addition to a no leave condition, I first conducted one-way ANOVAs to test for differences in

communality perceptions, hireability, reward recommendations, and leadership effectiveness (see Table 2 for means and standard deviations).⁷

There was a significant main effect of condition when predicting communality perceptions, $F(3, 283) = 4.91, p = .002, \eta^2 = .05$. As expected, applicants who took either a 15-month paternity leave, $t(283) = 3.55, p < .001, d = .58$, a six-month paternity leave, $t(283) = 3.00, p = .003, d = .54$, or a one-month paternity leave, $t(283) = 2.08, p = .037, d = .35$, were perceived as being more communal in comparison to applicants who took no paternity leave. There was no difference between applicants who took a 15-month vs. six-month paternity leave, $t(283) = 0.65, p = .514, d = .11$, a 15-month vs. one-month paternity leave, $t(283) = 1.49, p = .136, d = .24$, or a six-month vs. one-month paternity leave, $t(283) = 0.87, p = .383, d = .15$. There was no main effect of condition when predicting hireability, $F(3, 283) = 0.53, p = .661, \eta^2 = .01$, reward recommendations, $F(3, 283) = 0.59, p = .621, \eta^2 = .01$, or leadership effectiveness, $F(3, 283) = 0.81, p = .488, \eta^2 = .01$. As in Study 1, I merged the three paternity leave conditions (15 months, six months, and one month) into one single paternity leave taken condition and tested my hypotheses using this merged condition (see below).

Testing hypotheses. Supporting Hypothesis 1, applicants who took a paternity leave were perceived as being more communal compared to applicants who took no leave, $t(285) = 3.53, p < .001, d = .49$. However, there was no difference between the two conditions when

⁷ I also examined whether participant gender influenced the results. There was no main effect of participant gender in predicting communality, hireability, reward recommendations, or leadership effectiveness, and including it as a control variable did not change the significance or meaning of the results. There was no interaction between paternity leave and participant gender in predicting communality, reward recommendations, or leadership effectiveness, but there was a significant interaction in predicting hireability, $F(3, 279) = 2.87, p = .037, \eta^2 = .03$. Simple effects showed that male participants in the no leave condition ($M = 5.54, SD = .74$) rated the applicant higher on hireability compared to female participants ($M = 5.15, SD = .58$), $F(1, 279) = 4.15, p = 0.043$ while there were no differences in the three paternity leave conditions between male and female participants. Given that this was the only significant interaction across two studies and that the effect was in the no paternity leave condition, I did not include participant gender in the report of the results of Study 2.

predicting hireability, $t(285) = 0.36, p = .718, d = .04$, reward recommendations, $t(285) = 0.66, p = .509, d = .08$, or leadership effectiveness, $t(285) = 1.36, p = .175, d = .19$. Thus, Hypothesis 2 was not supported.

Next, I examined whether communality perceptions underlie the effect of taking a paternity leave on men's career outcomes (i.e., hireability, reward recommendations, and leadership effectiveness). Supporting Hypothesis 3, a bootstrapping procedure with 10,000 samples using PROCESS (Model 4; Hayes, 2013) showed significant indirect effects of taking a paternity leave (vs. no paternity leave) through communality perceptions on hireability (indirect effect = .12, $SE = .04$, 95% CI [.06, .20], $R^2 = .10$; see Figure 3), reward recommendations (indirect effect = .22, $SE = .07$, 95% CI [.10, .36], $R^2 = .14$; see Figure 4), and leadership effectiveness (indirect effect = .14, $SE = .04$, 95% CI [.06, .23], $R^2 = .13$; see Figure 5).

Discussion

The results of Study 2 provide additional evidence for the positive impact of paternity leaves on others' perceptions of men's communality and their consequent perceptions of hireability, reward recommendations, and leadership effectiveness in a sample of Canadian employees. Further, the results of this study extend the results of Study 1 by showing that taking an even longer paternity leave (i.e., 15 months) may have a similar positive impact on men's communality and consequent career outcomes.

Study 3

The results from Study 1 and 2 provide converging evidence that paternity leaves may have indirect positive effects on men's careers due to increased communality perceptions. The cornerstone of the theoretical development underlying the positive effects of paternity leaves on men's career outcomes is the notion that others' perceptions of men's communality would be

viewed in a positive light (i.e., they would present a positive stereotype violation). To further build on the results of Study 1 and 2 and provide additional evidence for men's communality as a positive stereotype violation, I examine the moderating effect of position type, i.e., a female- vs. a male-dominated position, because men's communality may be seen as more or less of a positive stereotype violation depending on position type.

In an organizational setting, as in other social situations, norms and rules often outline the behaviours and traits that are needed for success in a particular field or position, and it is these behaviours and traits that are rewarded (Cialdini & Trost, 1998). In female-dominated positions (e.g., HR), communal traits, such as warmth, sensitivity to the needs of others, and supportiveness are seen as normative and required for success, whereas in male-dominated positions (e.g., finance), agentic traits such as assertiveness, competitiveness, and ambition are seen as normative and required for success (Cejka & Eagly, 1999). As such, men's communality may be seen and evaluated differently in female- vs. male-dominated positions. Given that communality is seen as necessary for success in female-dominated positions, communality perceptions may be rewarded and seen as appropriate. In contrast, in male-dominated positions where communality may not be required for success, communality displays may be less valued. As such, given that men are traditionally not expected to display communality, communal displays may be seen as more of a positive stereotype violation in female-dominated positions, and as less of a positive stereotype violation in male-dominated positions. Thus, I first suggest that whether others' perceptions of men's communality are seen positively, and hence are associated with positive career outcomes, depends on position type: female-dominated vs. male-dominated. Specifically, I put forward the following interaction hypothesis:

Hypothesis 4: The positive relationship between communality perceptions and men's career outcomes is stronger in a female-dominated position and weaker in a male-dominated position.

Second, I put forward and examine a second stage moderated mediation in which the positive effect of taking a paternity leave (vs. no paternity leave) on men's career outcomes via communality perceptions is stronger in a female-dominated position and weaker in a male-dominated position (see Figure 6). Specifically, I put forward the following hypothesis:

Hypothesis 5: The positive effect of taking a paternity leave (vs. no paternity leave) on men's career outcomes via communality perceptions is stronger in a female-dominated position and weaker in a male-dominated position.

Method

Participants and procedure. Participants were 570 business students (50% women; age: $M = 20.15$ years, $SD = 1.21$; work experience: $M = 2.66$ years, $SD = 1.90$) at a Canadian university. A total of 908 participants completed the study, but 324 participants who did not correctly answer three attention checks (Meade & Craig, 2012) and 14 participants who asked for their data not to be used were excluded.⁸ A power analysis using G*Power suggested that a total sample size of 413 is needed to have a power of .80 when the effect size is small (calculated using the average effect size from Study 1 and 2) and the alpha level is .05 (Cohen, 1992). The data was oversampled to take into account the high inattention rate. Participants received partial course credit in exchange for their participation.

The procedure was similar to the procedure of Study 1 and 2 with some important differences. First, participants were randomly assigned to view either a job advertisement for the

⁸ There was an unusually high inattention rate and I suspect that was due to collecting data at the very end of semester when students were preoccupied with final exams and assignments.

position of an HR manager (female-dominated position condition) or for the position of a finance manager (male-dominated position condition; see below for more details). Next, they were presented with a job application that either reflected a candidate for an HR manager position or a finance manager position. After viewing the job application, participants were randomly assigned to either a paternity leave condition, in which they reviewed an internal HR form documenting that the applicant took either a 15-month, six-month, or one-month paternity leave, or to a no paternity leave condition in which the internal document was blank with no information about any leaves of absence filled out. Finally, participants completed the measures described below.

Materials. As in Study 1 and 2, each job advertisement (see Appendix E) provided participants with general information about the position that they were randomly assigned to, such as job tasks (e.g., HR manager: plan, organize, direct, control or coordinate the personnel, training, or labour relations activities of an organization; Finance manager: prepare, examine, or analyze financial statements, or other financial reports to assess accuracy, completeness, and conformance to reporting and procedural standards).

The job application (see Appendix F) contained the same information as in Study 1 and 2 about the applicant's education and presented him as a highly qualified candidate by showing that he has some managerial experience, high performance evaluation scores, and favorable supervisor comments. However, information about the applicant's current position (i.e., HR analyst or financial analyst) and current job duties (e.g., HR analyst: advise and recommend solutions for improving employee relations, job satisfaction, and morale; financial analyst: interpret data on price, yield, stability, future investment-risk trends, and economic influence affecting investments) were modified to suit the position that he is applying for. Further, to

ensure that participants were aware that the applicant is a parent, which is of particular importance for the no paternity leave condition, the application form contained an “other interests” section in which it is mentioned that the applicant has a child. Namely, the following statement was included: “In my spare time, I enjoy photography, hiking, and spending time with my wife and child.” This was an important methodological improvement over Study 1 and 2 because it provided participants in the no paternity leave condition with information about the applicant’s parental status and ensured that the effects are due to taking a paternity leave, not to merely having children.

The internal HR form was identical to the one used in Study 2. This internal document contained information about the length of paternity leave taken (i.e., 15 months, six months, and one month) in the three paternity leave conditions or was blank in the no paternity leave condition. The inclusion of a blank internal document in the no paternity leave condition was also a methodological improvement as it clarified that the applicant had not taken a paternity leave.

Measures. Communality perceptions, hireability, reward recommendations, and leadership effectiveness were measured using the same scales as in Study 1 and 2. In addition to manipulation checks from Study 1 and 2, participants completed a fifth and sixth manipulation check question to ensure that they correctly identified the applicant as a father (“Does the applicant have a child/children?”) and that they perceived the position manipulation correctly (“Please indicate which position the applicant applied for” with the following three options: finance manager, human resource manager, or marketing manager), respectively. There were 98%, 94%, 94%, 89%, 93%, and 98% of participants who correctly answered questions 1, 2, 3, 4, 5, and 6, respectively.

Results

Preliminary analyses. Given that there were three conditions in which men took a paternity leave (a 15-month condition, a six-month condition, and a one-month condition), in addition to a no leave condition, I first conducted one-way ANOVAs to test for differences in communality perceptions, hireability, reward recommendations, and leadership effectiveness (see Table 3 for means and standard deviations and Table 4 for correlations).⁹ There was a main effect of paternity leave when predicting communality perceptions, $F(3, 566) = 5.21, p = .001, \eta^2 = .03$. As expected, applicants who took either a 15-month paternity leave, $t(566) = 2.85, p = .005, d = .35$, or a six-month paternity leave, $t(566) = 2.82, p = .005, d = .34$, were perceived as being more communal in comparison to applicants who took no paternity leave. Further, there was no difference between applicants who took a 15-month vs. six-month paternity leave, $t(566) = 0.08, p = .936, d = .01$. Surprisingly, applicants who took a one-month paternity leave were not perceived as more communal than applicants who took no leave, $t(566) = 0.11, p = .917, d = .01$. Additionally, applicants who took either a 15-month paternity leave, $t(566) = 2.77, p = .006, d = .33$, or a six-month paternity leave, $t(566) = 2.74, p = .006, d = .32$, were perceived as being more communal in comparison to applicants who took a one-month paternity leave.

⁹ I also examined whether participant gender influenced the results. Specifically, I examined a three-way interaction between paternity leave, position type, and participant gender. There was a main effect of participant gender in predicting communality $F(1, 554) = 4.53, p = .034, \eta^2 = .01$, hireability, $F(1, 554) = 7.89, p = .005, \eta^2 = .01$, reward recommendations, $F(1, 554) = 11.40, p = .001, \eta^2 = .02$, and leadership effectiveness, $F(1, 554) = 4.97, p = .026, \eta^2 = .01$, with women (communality: $M = 5.39, SD = .63$; hireability: $M = 5.71, SD = .79$; reward recommendations: $M = 8.05, SD = 1.03$; leadership effectiveness: $M = 5.58, SD = .81$) rating the applicant higher on all four outcomes than men (communality: $M = 5.26, SD = .74$; hireability: $M = 5.52, SD = .92$; reward recommendations: $M = 7.74, SD = 1.23$; leadership effectiveness: $M = 5.42, SD = .93$). However, including participant gender as a control variable did not change the significance or meaning of any of the results. There were no two-way interactions between paternity leave and participant gender or position type and participant gender. Further, there was no three-way interaction in predicting any of the outcome variables. Therefore, the results of Study 3 do not include participant gender.

There was no main effect of paternity leave condition when predicting hireability, $F(3, 566) = 1.81, p = .144, \eta^2 = .01$, reward recommendations, $F(3, 566) = 0.34, p = .798, \eta^2 < .01$, or leadership effectiveness, $F(3, 566) = 1.43, p = .233, \eta^2 < .01$. As in Study 1 and 2, given that the two longer paternity leave conditions did not differ on any outcome, I merged them into one paternity leave condition and tested my hypotheses using this merged condition (see below). Further, given that there was no effect of a one-month paternity leave (vs. no paternity leave) on communality perceptions, I did not include the one-month condition in my main analyses.

Testing hypotheses. I first tested the proposed interaction between communality perceptions and position type (female-dominated vs. male-dominated) in predicting hireability, reward recommendations, and leadership effectiveness using Hayes's (2013) PROCESS macro (Model 1). The interaction was not significant for hireability ($b = .07, SE = .12, t(415) = 0.54, p = .593$) or leadership effectiveness ($b = .02, SE = .12, t(415) = 0.19, p = .847$). However, the interaction was significant for reward recommendations ($b = .36, SE = .16, t(415) = 2.25, p = .025$, overall model R^2 was .12, R^2 attributable to the interaction was .01). I followed up on this interaction with simple slope analyses and found that the relationship between communality perceptions and reward recommendations was positive both for the female-dominated position ($b = .72, SE = .11, t(415) = 6.37, p < .001$) and for the male-dominated position ($b = .36, SE = .11, t(415) = 3.26, p = .001$; see Figure 7). Although both slopes were significant, the slope for the female-dominated position was significantly more positive than the slope for the male-dominated position, $t(415) = 5.13, p < .001$. Thus, Hypothesis 4 was partially supported.

I next examined the proposed second-stage moderated mediation model using Hayes's (2013) PROCESS macro (Model 14), which uses two regression models to compute the conditional indirect effect. This model was only tested when predicting reward recommendations

because the interaction between communality perceptions and position type was not significant when predicting hireability or leadership effectiveness (see above), and without a significant interaction, the moderated mediation model cannot be significant. In the first regression, there was a significant effect of paternity leave (vs. no paternity leave) on communality perceptions and, in the second regression, as described above, there was a significant interaction between communality perceptions and position type for reward recommendations (see Table 5 for regression coefficients). Finally, the conditional indirect effect was significant for both the female-dominated position (conditional indirect effect = .17, $SE = .06$, 95% CI [.07, .30]) and for the male-dominated position (conditional indirect effect = .09, $SE = .04$, 95% CI [.03, .19]), and the index of moderated mediation (i.e., the test of equality of the conditional indirect effects in the two groups) was also significant (index = .08, $SE = .05$, 95% CI [.01, .20]). Thus, Hypothesis 5 was partially supported.

Supplemental analyses. Given that there was no interaction between communality perceptions and position type in predicting hireability and leadership effectiveness, I examined the mediation model tested in Study 1 and 2 for those two outcomes. In particular, although I did not predict such effects, I thought that it would be valuable to further test whether there is a positive effect of taking a paternity leave (merged six-month and 15-month paternity leave condition) vs. no paternity leave on hireability and leadership effectiveness through communality perceptions across both position conditions. I found significant indirect effects of taking a paternity leave (vs. no paternity leave) through communality perceptions on both hireability (indirect effect = .11, $SE = .04$, 95% CI [.04, .19], $R^2 = .13$; see Figure 8) and leadership effectiveness (indirect effect = .12, $SE = .04$, 95% CI [.05, .21], $R^2 = .15$; see Figure 9). As such,

these results suggest that men may incur positive career effects of paternity leaves via communality across both female-dominated and male-dominated positions.

Discussion

In Study 3, I sought to provide evidence for an important piece of my theoretical argument that increased perceptions of men's communality (due to taking paternity leaves) is viewed in a positive light and thus represents a positive stereotype violation. I did so by testing whether the effect of taking a paternity leave on perceptions of men's hireability, reward recommendations, and leadership effectiveness through communality depends on position type. In line with my theorizing, I first found that the relationship between men's communality and reward recommendations was more positive for a female-dominated position (HR) than for a male-dominated position (finance). I further found support for a proposed second-stage moderated mediation in which taking a paternity leave (vs. no leave) was indirectly associated with higher reward recommendations through increased perceptions of communality for a female-dominated position, and less so for a male-dominated position. It is, however, interesting to note that the effect of paternity leaves for the male-dominated position also appeared to be positive to some degree, although to a smaller degree compared to the effect for the female-dominated position. This suggests that men potentially may not incur penalties for taking paternity leaves even in positions where communality may be less valued and less common. It alternatively could also mean that norms have been shifting and changing even in male-dominated positions.

Further, in line with this notion that men may not incur penalties for taking paternity leaves in male-dominated positions, I did not find a moderating effect of position type on the relationship between communality and the other two career outcomes I examined (perceptions of

hireability and leadership effectiveness). However, in line with the results of Study 1 and 2, my supplemental analyses revealed that there was a positive effect of taking a paternity leave (vs. no paternity leave) on both perceptions of hireability and leadership effectiveness through communality perceptions, suggesting that men may incur some positive career effects of paternity leaves across both female-dominated and male-dominated positions. Thus, while Study 3 did provide some evidence for the moderating effect of position type, such that the positive effects of paternity leaves are stronger for a female-dominated position, there was no evidence of negative effects for a male-dominated position and, moreover, the effects seemed to be positive across both the female- and the male-dominated positions for some of the outcomes (e.g., perceptions of hireability and leadership effectiveness). Finally, it should be noted that in contrast to the results of Study 1 and 2, I did not find a difference in communality perceptions between the one-month and no leave conditions. This could be due to the methodological changes made in Study 3 in which it was made clear that the male applicant is a father even in the no leave condition. What this suggests is that fatherhood on its own may have some consequences for communality perceptions and that the unique effects of parental leaves (beyond just being a father) may be more easily observable with slightly longer leaves.

Study 4

In my original dissertation proposal, I expected that the positive effect of paternity leave would be more robustly observed in a female-dominated position and that potentially even some negative effects could be observed in a male-dominated position. As such, I proposed in Study 4 to examine whether a parental leave policy that is reserved exclusively for men may boost the weaker effects in a male-dominated position. Namely, if the reason behind why taking a paternity leave may not lead to as positive career outcomes for men in a male-dominated position

is that communality is not as valued as it is in a female-dominated position, then the context in which those norms may be shifted and changed may improve such less positive consequences. In particular, norms are general social rules and standards of behaviour that represent acceptable forms of conduct (Sherif, 1936; Jackson, 1965). Importantly, norms can outline what is typically done (i.e., descriptive norms) and/or what ought to be done (i.e., injunctive norms; Cialdini, Reno, & Kallgren, 1990). Drawing on signaling theory (Paustian-Underdahl, Halbesleben, Carlson, & Kacmar, 2016; Spence, 1973), I suggested that parental leave policies reserved for fathers only may signal that other men are also taking paternity leaves and that it is socially expected and accepted that men engage in communal acts such as taking parental leaves (Gornick & Meyers, 2003; Hook, 2010), thus shifting descriptive norms.

Previous research supports the notion that such policies may encourage men to take paternity leaves, making it more normative, by showing that the percentage of men taking paternity leaves significantly increases following the introduction of a parental leave policy that is exclusive for men (Bünning & Pollmann-Schult, 2016; Ray et al., 2010). For example, the percentage of men who take parental leave in Québec, which introduced a “use it or lose it policy” in 2006 (Services Québec, 2018), increased from 27.8% in 2005 to 80.1% in 2016 (Statistics Canada, 2017). Further, past research shows that there is a peer effect in the take-up of parental leave benefits, with men being more likely to take a paternity leave if their co-worker or brother has taken a paternity leave (Dahl, Loken, & Mogstad, 2014), suggesting that seeing other men take parental leaves makes it a more normative behaviour for men. Thus, a “use it or lose it” policy may normalize the practice of taking parental leaves among men, including men employed in a male-dominated position (Bünning & Pollmann-Schult, 2016; Karu & Tremblay, 2018). Importantly, it may signal that paternity leaves and consequent communality perceptions

are more acceptable even in a male-dominated position, potentially leading to more positive evaluations of men who take paternity leaves. As such, I first suggested that the relationship between communality perceptions and men's career outcomes would be more positive when the parental leave is exclusively reserved for men, compared to when it is not exclusively reserved for men, in a male-dominated position. Specifically, I put forward the following interaction hypothesis:

Hypothesis 6: The positive relationship between men's communality perceptions and men's career outcomes is stronger when the parental leave is exclusively reserved for men and weaker when it is not exclusively reserved for men.

Second, I put forward a second-stage moderated mediation in which the positive effect of taking a paternity leave (vs. no paternity leave) on men's career outcomes via communality perceptions is stronger when the parental leave is exclusively reserved for men compared to when it is not exclusively reserved for men (see Figure 10). Specifically, I put forward the following hypothesis:

Hypothesis 7: The positive effect of taking a paternity leave (vs. no paternity leave) on men's career outcomes via communality perceptions is stronger when the parental leave is reserved exclusively for men and weaker when it is not exclusively reserved for men.

Method

Participants and procedure. Participants were 389 Canadian employees¹⁰ (48% women; age: $M = 30.54$ years, $SD = 8.36$; full-time work experience: $M = 8.84$ years, $SD = 7.85$; 47% managerial experience; 41% hiring experience) recruited via Prolific Academic. In exchange for

¹⁰ Given the relatively small sample size in Study 4 and that a power analysis suggested a sample size of 413, I did not remove participants who failed the three attention checks. Excluding the 120 participants who did not correctly answer the three attention checks did not for the most part change the results of Study 4, except that the main effect of paternity leave in predicting communality perceptions becomes nonsignificant, $F(2, 266) = 1.18, p = .308$.

their participation, they received £1.70 monetary compensation. A power analysis using G*Power suggested that a total sample size of 413 is needed to have a power of .80 when the effect size is small (calculated using the average effect size from Study 1, 2, and 3) and the alpha level is .05 (Cohen, 1992). The total sample size is smaller than the suggested sample size because there was a limited number of Canadian employees on Prolific at the time of data collection. Participants completed an online survey that they were told was comprised of two unrelated studies. The first study was ostensibly a memory study for which the purpose was to examine how people process information. Such a cover story has been used successfully in previous research (e.g., Brescoll & LaFrance, 2004). As in Study 1, 2, and 3, the second study's ostensible purpose was to examine how impressions of job applicants are formed at the beginning of the hiring process when minimal information is provided.

In the first part of the survey (i.e., the “memory study”), participants were randomly assigned to view a newspaper article that was either about a new parental leave policy in Canada (parental leave exclusively reserved for men condition) or a newspaper article about a new park opening (parental leave not exclusively reserved for men condition). After reading the newspaper article, participants were asked questions about the article that they had just read (see below) to maintain the cover story about the study assessing participants' memory and information processing. After this, participants moved to the second part of the survey in which they viewed the job advertisement and job application for the position of a finance manager (male-dominated position), which was used in Study 3. Participants were then randomly assigned to either a paternity leave condition, in which they reviewed an internal HR form that contained information about the length of paternity leave taken (i.e., six months or one month), or to a no paternity

leave condition in which the internal document was blank with no information about any leaves of absence filled out. Finally, participants completed the measures described below.

Materials. The newspaper articles (see Appendix G) provided participants with either information about a new parental leave policy exclusively reserved for men or about a park opening. The parental leave article reported who would benefit from the policy (i.e., fathers and non-birthing parents), how long of a parental leave is being offered (i.e., five weeks), and that such a policy indicates new trends in regards to parental leave norms. The park opening article reported the facilities being added to the park and indicated that they can be used by families.

The job advertisement and job application for the position of a finance manager, as well as the internal HR form, were identical to the ones used in Study 3. However, in Study 4, I only examined the effect of taking a six-month and one-month paternity leave because (a) there were no differences between the two longer leave lengths (i.e., 15 months and six months) examined in Study 2 and 3, and (b) a one-month leave represents the approximate amount of leave being offered exclusively to fathers (or other parent who is sharing parental leave benefits).

Measures. After reading the newspaper article in the first part of the survey, participants in both conditions were asked to indicate what the newspaper article was about using a multiple choice question with the following three options: restaurant review, park opening, and new government policy, and were asked to provide a brief summary of the newspaper article that they read using an open-response format. Participants in the parental leave exclusively reserved for men condition were asked to indicate the length of the parental leave being offered using a multiple choice question with the following three options: 2 weeks, 5 weeks, and 8 weeks. They were also asked which province has a similar policy already in place using a multiple-choice question with the following three options: Manitoba, Nova Scotia, and Québec. Participants in

the parental leave not exclusively reserved for men condition were asked to check off which new facilities were added to the park and when the park would be opening using a multiple-choice question with the following three options: April 1, May 1, and June 1. In the parental leave exclusively reserved for men condition, there were 100%, 97%, and 91% of participants who correctly answered questions 1, 3, and 4, respectively.

In the second part of the survey, communality perceptions, hireability, reward recommendations, and leadership effectiveness were measured using the same scales as in Study 1, 2, and 3. In addition to the manipulation checks from Study 1, 2, and 3, participants completed a seventh manipulation check question to ensure they correctly recalled reading a newspaper article outlining the parental leave policy (“Did you read a newspaper article about a new parental leave policy for fathers and non-birthing parents being introduced in Canada (i.e., a ‘use it or lose it’ policy)?”). There were 94%, 93%, 92%, 86%, 89%, 99%, and 95% of participants who correctly answered questions 1, 2, 3, 4, 5, 6, and 7, respectively.

Results

Preliminary analyses. Given that there were two conditions in which men took a paternity leave (a six-month condition and a one-month condition), in addition to a no leave condition, I first conducted one-way ANOVAs to test for differences in communality perceptions, hireability, reward recommendations, and leadership effectiveness (see Table 6 for means and standard deviations and Table 7 for correlations).¹¹ There was a main effect of

¹¹ I also examined whether participant gender influenced the results. Specifically, I examined a three-way interaction between paternity leave, policy, and participant gender. There was no main effect of participant gender in predicting hireability, reward recommendations, or leadership effectiveness. While there was a main effect of participant gender in predicting communality perceptions, $F(1, 375) = 4.92, p = .027, \eta^2 = .01$, with men ($M = 4.92, SD = .66$) rating the applicant higher on communality than women ($M = 4.75, SD = .67$), including it as a control variable did not change the significance or meaning of any of the results. There were no two-way interactions between paternity leave and participant gender or between policy and participant gender in predicting any of the outcomes. Further, there were no three-way interactions between paternity leave, policy, and participant gender in predicting communality perceptions, reward recommendations, or leadership effectiveness. However, there was a significant

paternity leave when predicting communality perceptions, $F(2, 386) = 3.81, p = .023, \eta^2 = .02$.

As expected, applicants who took a six-month paternity leave were perceived as being more communal in comparison to applicants who took no paternity leave, $t(386) = 2.46, p = .014, d = .30$. However, there was also a significant difference in communality perceptions between applicants who took a six-month paternity leave and a one-month paternity leave, $t(386) = 2.32, p = .021, d = .28$, but no difference between applicants who took a one-month paternity leave and no paternity leave, $t(386) = 0.15, p = .883, d = .02$.

There was no main effect of paternity leave condition when predicting hireability, $F(2, 386) = 0.06, p = .938, \eta^2 < .001$, reward recommendations, $F(2, 386) = 0.03, p = .967, \eta^2 < .001$, or leadership effectiveness, $F(2, 386) = 0.53, p = .592, \eta^2 < .01$. Given that the one-month paternity leave condition and the no paternity leave condition did not differ on any outcome, I tested my hypotheses using only the six-month paternity leave condition and no paternity leave condition (see below).

Testing hypotheses. I first tested the proposed interaction between communality perceptions and policy (parental leave exclusively reserved for men vs. parental leave not exclusively reserved for men) in predicting hireability, reward recommendations, and leadership effectiveness using Hayes's (2013) PROCESS macro (Model 1). The interaction was not significant for hireability ($b = .14, SE = .15, t(254) = 0.89, p = .376$), reward recommendations ($b = -.04, SE = .21, t(254) = -0.20, p = .842$), or leadership effectiveness ($b = .04, SE = .16, t(254) = 0.27, p = .784$). Given that the interaction between communality perceptions and parental leave

three-way interaction in predicting hireability, $F(2, 375) = 3.25, p = .040, \eta^2 = .02$. Simple effects showed that men ($M = 5.48, SD = .83$) in the parental leave not exclusively reserved for men condition rated the applicant higher on hireability compared to women ($M = 4.99, SD = .96$), $F(1, 125) = 5.68, p = 0.019$, but only in the no paternity leave condition. There were no gender differences in the one-month or six-month paternity leave conditions, or in the paternity leave exclusively reserved for men condition regardless of the paternity leave condition. Given that the gender differences were concentrated in the no paternity leave condition when the parental leave policy was not exclusively reserved for men, I did not include participant gender in the report of the results of Study 4.

exclusively reserved for men (vs. not exclusively reserved for men) was not significant in predicting any of the outcomes, the second-stage moderated mediation model was not tested. This is because the moderated mediation model cannot be significant without a significant interaction. Thus, I did not find support for Hypothesis 4 or 5.

Supplemental analyses. Given that there was no interaction between communality perceptions and parental leave policy exclusively reserved for men (vs. not exclusively reserved for men) in predicting hireability, reward recommendations, or leadership effectiveness, I examined the mediation model tested in Study 1 and 2. In particular, I tested whether there is a positive effect of paternity leave (six-month paternity leave condition) vs. no paternity leave on hireability, reward recommendations, and leadership effectiveness through communality perceptions across both policy conditions. I found significant indirect effects of taking a paternity leave (vs. no paternity leave) through communality perceptions on hireability (indirect effect = .10, $SE = .05$, 95% CI [.02, .21], $R^2 = .14$; see Figure 11), reward recommendations (indirect effect = .19, $SE = .08$, 95% CI [.04, .37], $R^2 = .23$; see Figure 12), and leadership effectiveness (indirect effect = .13, $SE = .05$, 95% CI [.03, .24], $R^2 = .19$; see Figure 13).

Discussion

In Study 4, I examined whether the existence of a parental leave policy that is exclusively reserved for men (i.e., a “use it or lose it” policy) may make the increased perceptions of communality of men who take a paternity leave more acceptable, leading to more positive career outcomes compared to when such a policy does not exist. I did not find any additional positive effects of paternity leaves on perceptions of men's career outcomes when the paternity leave was exclusively reserved for men. More specifically, I did not find support for the moderating effect of parental leave policy exclusively reserved for men on the relationship between men's

communality perceptions and perceptions of their career outcomes. However, at the same time, I did replicate the positive effect of paternity leaves due to increased communality perceptions on all three perceived career outcomes in a male-dominated position. Thus, the results of Study 4 provide further evidence that paternity leaves may positively impact men's careers due to increased perceptions of communality, even in positions that are traditionally male-dominated. Further, as in Study 3, the results of Study 4 also did not show a difference in communality perceptions between the one-month and no leave conditions, further suggesting that fatherhood on its own may have some consequences for communality perceptions and that the unique effects of parental leaves beyond just being a father may be more easily observable with slightly longer leaves.

While my hypotheses in regards to the existence of a parental leave policy exclusively reserved for men in Study 4 were not supported, this was not completely surprising given the results obtained in Study 3. While I found some positive effects of paternity leaves on perceptions of men's career outcomes through communality perceptions that were stronger in a female-dominated position and weaker in a male-dominated position in Study 3, there were no negative effects of paternity leaves on perceptions of men's career outcomes. Thus, the effect of a parental leave policy exclusively reserved for men may be much smaller in magnitude given the general positive effects of paternity leaves. Further, given that the sample in Study 4 consisted of employees from Canada, a country with already progressive national parental leave policies and where men are already entitled to generous parental leaves (up to 69 weeks now), the parental leave policy exclusively reserved for men may not have presented a big change, especially in light of the fact that men were already entitled to 61 weeks, which are sharable with their partner. Thus, an additional five weeks that are exclusively reserved for men may not be

seen as a big game changer. However, such a policy may have been perceived as more revolutionary among participants from countries with less generous parental leave policies.

General Discussion

Parental leaves for men are becoming an important topic around the globe, especially with recent trends in legislations in which parental leaves exclusively reserved for men are being implemented in many countries, thus encouraging men to take such leaves. For example, Iceland reserves one third (three months) of their parental leave exclusively for fathers, with another third that can be shared between both parents, while Sweden and Denmark offer 12 weeks and nine weeks of paternity leave, respectively (Blum et al., 2018). New to this stage is Canada, which now offers up to eight weeks of parental leave time that is reserved only for the other parent (who are mostly men). While these progressive policies are making headway, there is little research on how paternity leaves impact men's career outcomes and the research that does exist has been inconclusive. At the same time, men fear career repercussions if they take such leaves, which undermines the existence of such policies and ultimately undermines gender equality. In my dissertation, I provide a critical and timely understanding of this phenomenon and show that, counter to common fears of career penalties, taking a paternity leave may have positive impacts on men's careers through increased perceptions of men's communality. In doing so, my dissertation makes significant contributions to the literature on parental leaves, the communality literature, and the literature on the gender equality and work-family intersection.

Contributions to the Literature on Parental Leaves

This work sheds light on a contemporary workplace phenomenon of paternity leaves. This examination is critical at this time given broader societal changes in terms of gender roles including men's greater involvement in households and child care duties, in addition to

organizations and governments encouraging paternity leaves. Counter to some past research that has found negative effects of paternity leaves on men's career outcomes (e.g., Albrecht et al., 1999; Allen & Russell, 1999; Judiesch & Lyness, 1999), my dissertation research finds that the effects of paternity leaves on men's careers appear much more positive. These findings are in line with the broader societal changes mentioned above and are also in line with recent emerging research also showing positive effects of paternity leaves for men's careers (e.g., Coleman and Franiuk, 2011; Fleischmann and Sieverding, 2015; Kmec et al., 2014).

Further, building on this recent work, my research identifies and empirically tests one potential underlying mechanism of such positive effects: others' perceptions of men's communality. By drawing on changing norms regarding effective leadership and integrating it with expectancy violation theory, I suggest that counter-stereotypical information (i.e., others' perceptions of the leave taker's communality) underlies the effect of paternity leave on consequent perceptions of hireability, reward recommendations, and leadership effectiveness. Further, the identification of communality perceptions as an underlying mechanism has also allowed me to identify conditions under which such positive effects of paternity leaves may be weaker, namely a position type in which communality may be less valued (e.g., a male-dominated position). Thus, this work makes an important contribution to a fairly recent and evolving phenomenon in the workplace by examining contemporary attitudes and evaluations of men who take paternity leaves and identifying one underlying mechanism: others' perceptions of men's communality.

Contributions to the Literature on Communality

My dissertation also stands to make important contributions to the literature on communality by showing that communality perceptions can be beneficial for men. This finding

contributes to and is in line with the evolving literature on communality benefits for men that suggests that not only are men not judged negatively when they display communal traits, they may also be rewarded for it (e.g., Gabriel et al., 2018; Hentschel et al., 2018).

At the same time, however, these beneficial effects of communality are in contrast to past work suggesting that men who possess or display communal traits are penalized. My dissertation may also provide additional insights on when communal traits are perceived as beneficial for men compared to when they may have negative consequences. Namely, gender roles suggest that men should possess agentic traits, but should not possess communal traits (Rudman et al., 2012). However, they are specifically proscribed from possessing negative low status communal traits (i.e., men's proscriptions), such as weak, naïve, insecure, and melodramatic, not from possessing all communal traits, such as warm, likeable, sensitive to others, and friendly (Prentice & Carranza, 2002; Rudman et al., 2012). The studies that have found negative effects of communality have tended to focus on low-status communal traits. For example, Moss-Racusin et al. (2010) found that men who invoke low-status communal traits were perceived as less likeable and less hireable in comparison to women who possess the same traits, while Rudman and Glick (1999) concluded that both men and women who possess such low-status traits are perceived as less competent and less hireable in comparison to agentic men and women. Further, Rudman and Mescher (2013) found that men who requested a leave to take care of their sick child were perceived as being weaker, and were given lower reward recommendations and higher penalties compared to men who requested no leave, but they focused on communal characteristics such as modesty and other low-status communal characteristics, such as an inability to work under pressure, that suggest weakness. My work, however, examines so-called "higher status" communal traits and suggests that it is these higher-status communal traits specifically that can

lead to positive outcomes. To address this issue and explore whether parental leave can influence men's proscriptions, in addition to measuring higher-status communal traits, men's proscriptions were also measured in Study 2, 3, and 4. The results showed that the applicant was rated low on men's proscriptions across all of the paternity leave conditions examined (i.e., both longer paternity leave conditions, the shorter paternity leave condition, and the no paternity leave condition) and that, for the most part, the applicant did not differ on these ratings between the four conditions (please see Appendix H for more details on the men's proscriptions measure used and supplemental analyses).

This may also bring into question men's agency, i.e., characteristics traditionally related to leadership and being successful in such roles. In particular, the literature on communality in general suggests that potential negative effects of communality are tied to decreases in agency. That is, the assumption is that an individual is either communal or agentic but rarely both at the same time; as such, when communality increases, a deficiency in agency is assumed. In line with this reasoning, Heilman and Wallen (2010) found that men who achieve success in a female gender-typed job are likely to be perceived as ineffectual or weak because they are viewed as having an agency deficit. Similarly, Moss-Racusin et al. (2010) found that the negative backlash that men received was partly accounted for by violations of men's prescriptive stereotypes (i.e., agency). To address this issue and explore what happens to men's agency when they take parental leaves, I administered a measure assessing others' perceptions of men's agency in all four studies. Overall, I found no effects of paternity leave (vs. no leave) on others' perceptions of men's agency (please see Appendix I for more details on the agency measure used and supplemental analyses). Thus, my work suggests that while paternity leaves may increase others' perceptions of men's communality, perceptions of agency may not be undermined, which allows

for further downstream positive effects for men such as being perceived as more hireable, being recommended for more workplace rewards, and being perceived as an effective leader. It should also be noted that one reason for why men may not suffer from an agency penalty after taking paternity leave is that they are already portrayed as highly qualified and achieving, a point to which I return below in a section on strengths, limitations, and future directions.

Contributions to the Literature on the Gender Equality and Work-Family Intersection

Finally, but equally importantly, my dissertation stands to make significant contributions more broadly to gender equality, and specifically to the gender equality and work-family intersection. Specifically, past research in this area has mostly focused on women and their experiences in the workplace. Yet, gender inequality cannot be addressed without understanding men's experiences in the workplace and changing men's behaviours outside of the workplace, such as taking up parental leaves, and understanding the impact of such leaves. My work provides a critical, yet often ignored, lens for studying gender equality in the workplace by taking a male-centric approach and examining men's experiences with a work-family policy aimed at helping work-family balance and also advancing gender equality.

This work is of utmost importance as true gender equality would enable both men and women to advance in their careers and also have time to spend and bond with their newborn children (Duvander, 2014; Duvander & Anderssen, 2004; Pascall & Lewis, 2004). Yet, this is not necessarily the case. For example, in Canada in 2016, only 12.9% of eligible fathers took a parental leave while 88.8% of eligible mothers did (Statistics Canada, 2017) and, in general, even when the parental leave is shared, women are more likely to take the majority of the parental leave offered to new parents (Blum et al., 2018). This precludes gender equality on multiple levels, including undermining women's opportunities to return to work earlier and

continue their careers, as well as undermining men's opportunities to bond with and take care of their children.

One of the most common reasons why men forgo taking paternity leaves even when such leaves are available to them is a fear that doing so will negatively impact their careers (Bünning & Pollmann-Schult, 2016; Choroszewicz & Tremblay, 2018). At the same time, my work shows that counter to these common fears and beliefs, men may be less likely than women to experience negative effects when they take parental leaves, and moreover they may even incur some benefits. This is in stark contrast to a large body of research showing fairly detrimental effects of parental leaves (in particular longer ones) for women (e.g., Hideg et al., 2018b; Olivetti & Petrongolo, 2017). Finally, past research suggests fathers' involvement in child rearing can have beneficial effects for children (Aldous & Mulligan, 2002; Amato, 1994; Deutsch, Servis, & Payne, 2001; Flouri & Buchanan, 2003). Thus, it appears that, if parents more equally share parental leaves, it would lead to a win-win situation for the careers of both men and women, in addition to children's well-being.

Strengths, Limitations, and Future Directions

In my dissertation, I provide converging evidence that paternity leaves may positively impact men's careers through increased perceptions of men's communality across four studies in samples of both students and working adults with substantial managerial and hiring experience. I further used experimental vignette methodology in which participants were presented with realistic and immersive hiring scenarios. This enhanced experimental realism, while at the same time allowing me to establish the causality of my independent variable (paternity leave) on communality perceptions through my manipulation of the utilization of paternity leave. As such, this methodology afforded high levels of internal and external validity (Aguinis & Bradley,

2014).

Notwithstanding the strengths of my dissertation work, some limitations should be noted. First, in Study 1 and 3, participants were undergraduate students, which may invoke questions of external validity as students are likely to lack both hiring and managerial experience, as well as experience with parental leaves. To address this, I constructively replicated the results of Study 1 with an employee sample in Study 2. I also used an employee sample in Study 4, further replicating the positive impacts of paternity leaves in a male-dominated position.

Another caveat of my studies and a context in which to interpret these results is that male applicants in my studies were portrayed as highly qualified, ambitious, and with some managerial experience. As such, it could be that positive effects of paternity leaves are only incurred when men have already affirmed their qualifications and capabilities and are potentially somewhat advanced in their careers. Even if that is the case, this is in stark contrast to women who are highly qualified and somewhat advanced in their careers, and yet receive penalties for (longer) maternity leaves (Hideg et al., 2018b). Future research should explore the possibility that the effect of paternity leaves on men's careers may be qualified by men's career stage and qualifications.

Yet another caveat is that this work was conducted in the context of Canadian parental leave policies with Canadian students and employees. Canada has had a national parental leave policy entitling men up to 35 weeks since 2000 (Marshall, 2003). Even though most men have not been taking such leaves despite the policy, the idea of men taking parental leaves may potentially be more familiar and more acceptable in Canada. As such, future research should examine whether such positive effects of paternity leaves would be observed in countries that do not have a tradition of implementing parental leaves for men.

Finally, it is important to note that the effect sizes across all four studies were small. Despite this, however, the results of this dissertation are meaningful. In particular, hiring decisions often come down to a few candidates, sometimes with similar qualifications, and even a small advantage can tip the scales to one of them. Further, as mentioned above, the candidate in this study was presented as highly qualified with the only difference between conditions being the length of paternity leave. Cortina and Landis (2009) called this type of study design “inauspicious” and argued that even small effects in studies with such subtle manipulations are meaningful.

Turning to other future research directions, one important area of inquiry that remains underexamined is why so few men take paternity leaves. As mentioned above, only 13% of all eligible men took any paternity leave in 2016 (Statistics Canada, 2017). Some recent research suggests that men do not take the parental leaves that are available to them for many reasons, such as a fear of jeopardizing their career, economic factors, gendered expectations, and the types of policies available to them (see Choroszewicz & Tremblay, 2018; Karu & Tremblay, 2018; Kaufman, 2018; Koslowski & Kadar-Satat, 2018; Petts, Knoester, & Li, 2018). However, one still underexplored avenue of research is the examination of work-specific deterrents (e.g., workplace culture, lack of managerial support, image concerns).

Another potential avenue for future exploration is the intersection of gender and other social categories and identities in predicting the effects of paternity leaves. For example, in their review of the literature on the (under) usage of workplace flexibility programs such as parental leaves, Williams, Blair-Loy, and Berdahl (2013) argued that the use and consequences of such programs can differ based on the class and gender of the leave taker, and that there is an intersectionality between the two. Similarly, some research suggests that men of higher

socioeconomic status are more likely to take a paternity leave because they have more resources (i.e., money and access to paid paternity leave provisions from their employers) to do so (Huerta, Adema, Baxter, Han, Lausten, Lee, & Wadfogel, 2014; Petts et al., 2018). Thus, future research should examine the intersection of other social identity factors, such as race or social class, to provide a more comprehensive picture of the effects of taking a paternity leave on men's career outcomes.

Practical implications

My research offers important and timely implications for government and organizational policy making and for employees and dual working couples. In terms of government policy making, the federal government of Canada has recently implemented a “use it or lose it” parental leave policy (in addition to the regular parental leave policy) that reserves a portion of parental leave solely for the other parent, which in most cases is the father, and that this time, if not used by men, cannot be transferred back to women (which is the case with the regular parental leave in Canada). This research suggests that such a policy is a step in the right direction and will hopefully encourage more men to take parental leaves as such leaves may not negatively influence men's careers, but may actually have some positive effects. Moreover, this new policy provides up to eight weeks of parental leave reserved for men (or the other parent) only. My work suggests that even longer parental leaves by men may not undermine their careers and suggests that an expansion of this policy or the addition of other incentives for men to take parental leaves could help the government in their quest for greater gender equality.

In terms of organizational policy making, organizations can make sure that they are offering and promoting parental leave benefits to men. Importantly, organizations could act as important agents in spreading awareness that such leaves are not detrimental for men's careers

and encourage men to take such leaves. Not only can offering such policies provide organizational benefits such as avoiding employee turnover and retaining top talent (Gillett, 2016), this research suggests that they can help men show that they have the necessary qualities for effective leadership. Doing so may also be relevant for recruitment and retention, as millennial men seem to be willing to take on the role of caregiver (Dokoupil, 2017; Greenfield, 2016) and such policies may be another way to attract and retain a newer generation of top talent.

Finally, my work offers important insights for men's and families' decision making in regards to taking parental leaves and managing their careers by showing that paternity leaves may positively impact both the perceptions that others have of men and their career outcomes (i.e., hireability, reward recommendations, and leadership effectiveness). This may give men incentives to take up paternity leaves and, by doing so, contribute to gender equality and the beneficial outcomes of their children (e.g., increased psychological well-being, academic achievement, and early childhood learning; Allgood, Beckert, & Peterson, 2012; Jeynes, 2015; Sarkadi et al., 2008).

Conclusion

While paternity leaves are becoming increasingly popular and men are being encouraged to take such leaves, the effect of taking a paternity leave on men's career outcomes is not well understood. By integrating research on changing norms surrounding effective leadership and expectancy violation theory, I suggest and empirically show in four studies that paternity leaves may have positive effects on men's careers due to others' enhanced perceptions of men's communality. By doing so, my doctoral dissertation contributes to a greater understanding of a largely under-researched aspect of gender equality: men and men's experiences. In order to reach

true gender equality, we need to engage both men and women and understand each of their experiences at work and at home. I hope this work will start paving the way for such research.

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Table 1

Means, Standard Deviations, Cronbach's Alphas, and Zero-Order Correlations (Study 1)

Dependent variables	Six-month paternity leave (<i>n</i> = 56)	One-month paternity leave (<i>n</i> = 53)	No paternity leave (<i>n</i> = 54)	1	2	3
1. Communality perceptions	5.06 (.67) _a	5.02 (.59) _a	4.67 (.52) _b	(.89)		
2. Hireability	5.41 (.73) _a	5.30 (.97) _a	5.12 (.73) _a	.30***	(.84)	
3. Reward recommendations	7.30 (1.20) _a	7.49 (1.29) _a	7.22 (1.24) _a	.19*	.44***	(.80)

Note. Columns labeled “six-month paternity leave,” “one-month paternity leave,” and “no paternity leave” present means and standard deviations (standard deviations are in parentheses).

In each row, means with different subscripts differ significantly at $p < .05$. The response scale for communality perceptions and hireability ranged from 1 to 7; the response scale for reward recommendations ranged from 1 to 10. Cronbach's alphas are presented diagonally in parentheses. * $p < .05$. *** $p < .001$.

Table 2

Means, Standard Deviations, Cronbach's Alphas, and Zero-Order Correlations (Study 2)

Dependent variables	15-month paternity leave (<i>n</i> = 66)	Six-month paternity leave (<i>n</i> = 75)	One-month paternity leave (<i>n</i> = 72)	No paternity leave (<i>n</i> = 74)	1	2	3	4
1. Communality perceptions	4.82 (.62) _a	4.76 (.49) _a	4.68 (.57) _a	4.49 (.51) _b	(.88)			
2. Hireability	5.31 (.82) _a	5.41 (.88) _a	5.48 (.79) _a	5.37 (.70) _a	.31***	(.79)		
3. Reward recommendations	7.48 (1.23) _a	7.68 (1.25) _a	7.48 (1.23) _a	7.45 (1.14) _a	.38***	.56***	(.86)	
4. Leadership effectiveness	5.37 (.87) _a	5.38 (.81) _a	5.47 (.83) _a	5.26 (.80) _a	.36***	.57***	.52***	(.90)

Note. Columns labeled “15-month paternity leave,” “six-month paternity leave,” “one-month paternity leave,” and “no paternity leave” present means and standard deviations (standard deviations are in parentheses). In each row, means with different subscripts differ significantly at $p < .05$. The response scale for communality perceptions, hireability, and leadership effectiveness ranged from 1 to 7; the response scale for reward recommendations ranged from 1 to 10. Cronbach's alphas are presented diagonally in parentheses.

*** $p < .001$.

Table 3

Means and Standard Deviations (Study 3)

Dependent variables	15-month paternity leave (<i>n</i> = 132)			Six-month paternity leave (<i>n</i> = 141)			One-month paternity leave (<i>n</i> = 151)			No paternity leave (<i>n</i> = 146)		
	HR (<i>n</i> = 69)	Finance (<i>n</i> = 63)	Total	HR (<i>n</i> = 73)	Finance (<i>n</i> = 68)	Total	HR (<i>n</i> = 70)	Finance (<i>n</i> = 81)	Total	HR (<i>n</i> = 71)	Finance (<i>n</i> = 75)	Total
1. Communality perceptions	5.39 (.59)	5.52 (.65)	5.45 (.62)	5.36 (.68)	5.54 (.59)	5.45 (.64)	5.34 (.70)	5.13 (.78)	5.23 (.75)	5.29 (.69)	5.15 (.70)	5.22 (.70)
2. Hireability	5.52 (.94)	5.50 (1.05)	5.51 (.99)	5.53 (.94)	5.59 (.86)	5.56 (.90)	5.72 (.74)	5.58 (.86)	5.65 (.78)	5.69 (.71)	5.77 (.78)	5.73 (.75)
3. Reward recommendations	7.72 (1.22)	7.92 (1.22)	7.81 (1.22)	7.80 (1.14)	8.00 (1.03)	7.90 (1.09)	7.87 (1.05)	7.98 (1.24)	7.93 (1.16)	7.88 (1.18)	8.00 (1.05)	7.94 (1.11)
4. Leadership effectiveness	5.56 (.89)	5.59 (1.02)	5.57 (.95)	5.36 (.68)	5.54 (.59)	5.45 (.64)	5.48 (.79)	5.50 (.83)	5.49 (.81)	5.57 (.79)	5.55 (.85)	5.56 (.82)

Note. Columns labeled “15-month paternity leave,” “six-month paternity leave,” “one-month paternity leave,” and “no paternity leave” present means and standard deviations (standard deviations are in parentheses). The response scale for communality perceptions, hireability, and leadership effectiveness ranged from 1 to 7; the response scale for reward recommendations ranged from 1 to 10.

Table 4

Cronbach's Alphas and Zero-Order Correlations (Study 3)

Dependent variables	1	2	3	4
1. Communality perceptions	(.92)			
2. Hireability	.37***	(.83)	.	
3. Reward recommendations	.39***	.61***	(.84)	
4. Leadership effectiveness	.43***	.61***	.58***	(.91)

Note. Numbered columns present correlations. Cronbach's alphas are presented in parentheses.

*** $p < .001$.

Table 5

Coefficient Estimates for the Second-Stage Moderated Mediation Model for Reward Recommendations (Study 3)

Variable	Stage 1 (dependent variable: communality perceptions)			Stage 2 (dependent variable: reward recommendations)		
	<i>B</i>	<i>S.E.</i>	<i>t</i>	<i>B</i>	<i>S.E.</i>	<i>t</i>
Constant	5.22	.05	96.34***	5.95	.61	9.84***
Paternity leave vs. no paternity leave	.23	.07	3.43***	-.18	.11	-1.63
Communality perceptions				.40	.11	3.52***
Position type				-1.91	.86	-2.22*
Communality perceptions x position type				.33	.16	2.06*
Total <i>R</i> ²	.03*			.12**		

Note. *N* = 419. Unstandardized coefficients are reported. Paternity leave is coded as 1 = paternity leave taken (15 months and six months merged together) and 0 = no paternity leave taken.

Position type is coded as 1 = female-dominated and 0 = male-dominated. * $p < .05$. ** $p < .01$.

*** $p < .001$.

Table 6

Means and Standard Deviations (Study 4)

Dependent variables	Six-month paternity leave (<i>n</i> = 128)			One-month paternity leave (<i>n</i> = 131)			No paternity leave (<i>n</i> = 130)		
	Exclusively reserved for men (<i>n</i> = 58)	Not exclusively reserved for men (<i>n</i> = 70)	Total	Exclusively reserved for men (<i>n</i> = 70)	Not exclusively reserved for men (<i>n</i> = 61)	Total	Exclusively reserved for men (<i>n</i> = 69)	Not exclusively reserved for men (<i>n</i> = 61)	Total
1. Communality perceptions	4.90 (.71)	5.04 (.74)	4.97 (.73)	4.81 (.62)	4.75 (.71)	4.78 (.66)	4.78 (.63)	4.76 (.62)	4.77 (.63)
2. Hireability	5.37 (.91)	5.33 (.93)	5.35 (.92)	5.31 (.83)	5.43 (.77)	5.37 (.80)	5.42 (.86)	5.22 (.93)	5.33 (.89)
3. Reward recommendations	7.61 (1.35)	7.49 (1.25)	7.54 (1.29)	7.38 (1.21)	7.66 (1.24)	7.51 (1.23)	7.69 (1.26)	7.39 (1.41)	7.55 (1.33)
4. Leadership effectiveness	5.29 (1.01)	5.14 (.97)	5.21 (.99)	5.10 (.95)	5.07 (.98)	5.08 (.96)	5.25 (.79)	5.03 (1.05)	5.15 (.93)

Note. Columns labeled “six-month paternity leave,” “one-month paternity leave,” and “no paternity leave” present means and standard deviations (standard deviations are in parentheses). The response scale for communality perceptions, hireability, and leadership effectiveness ranged from 1 to 7; the response scale for reward recommendations ranged from 1 to 10.

Table 7

Cronbach's Alphas and Zero-Order Correlations (Study 4)

Dependent variables	1	2	3	4
1. Communality perceptions	(.93)			
2. Hireability	.37***	(.81)	.	
3. Reward recommendations	.44***	.61***	(.87)	
4. Leadership effectiveness	.43***	.67***	.59***	(.81)

Note. Numbered columns present correlations. Cronbach's alphas are presented in parentheses.

*** $p < .001$.

Figure 1. Communalty perceptions mediate the effect of taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on hireability in Study 1. The first regression coefficient (.23, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and hireability represents the direct effect while the second regression coefficient (.05, *ns*) indicates the direct effect controlling for the mediator (i.e., communalty perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. *** $p < .001$.

Figure 2. Communal perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on reward recommendations in Study 1. The first regression coefficient (.17, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and reward recommendations represents the direct effect while the second regression coefficient (.01, *ns*) indicates the direct effect controlling for the mediator (i.e., communal perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. * $p < .05$. *** $p < .001$.

Figure 3. Communal perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on hireability in Study 2. The first regression coefficient (.04, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and hireability represents the direct effect while the second regression coefficient (-.08, *ns*) indicates the direct effect controlling for the mediator (i.e., communal perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. *** $p < .001$.

Figure 4. Community perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on reward recommendations in Study 2. The first regression coefficient (.11, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and reward recommendations represents the direct effect while the second regression coefficient (-.11, *ns*) indicates the direct effect controlling for the mediator (i.e., community perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. *** $p < .001$.

Figure 5. Communality perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on leadership effectiveness in Study 2. The first regression coefficient (.15, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and leadership effectiveness represents the direct effect while the second regression coefficient (.01, *ns*) indicates the direct effect controlling for the mediator (i.e., communality perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. *** $p < .001$.

Figure 6. The proposed model for Study 3 in which the positive effect of taking a paternity leave (vs. no paternity leave) on career outcomes (i.e., hireability, reward recommendations, and leadership effectiveness) via communality perceptions is stronger in a female-dominated position (i.e., HR) and weaker in a male-dominated position (i.e., finance).

Figure 7. Female-dominated (vs. male-dominated) position moderates the relationship between communitarity perceptions and reward recommendations in Study 3.

Figure 8. Communalty perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on hireability in Study 3. The first regression coefficient ($-.20^*$) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and hireability represents the direct effect while the second regression coefficient ($-.30^{***}$) indicates the direct effect controlling for the mediator (i.e., communalty perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. * $p < .05$. *** $p < .001$.

Figure 9. Commuality perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on leadership effectiveness in Study 3. The first regression coefficient ($-.09, ns$) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and leadership effectiveness represents the direct effect while the second regression coefficient ($-.21^*$) indicates the direct effect controlling for the mediator (i.e., commuality perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. $^* p < .05$. $*** p < .001$.

Figure 10. The proposed model for Study 4 in which a parental leave policy exclusively reserved for men (vs. not exclusively reserved for men) moderates the effect of taking a paternity leave (vs. no paternity leave) on men's career outcomes via communality perceptions.

Figure 11. Communal perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on hireability in Study 4. The first regression coefficient (.02, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and hireability represents the direct effect while the second regression coefficient (-.08, *ns*) indicates the direct effect controlling for the mediator (i.e., communal perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. * $p < .05$. *** $p < .001$.

Figure 12. Communal perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on reward recommendations in Study 4. The first regression coefficient ($-.01, ns$) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and reward recommendations represents the direct effect while the second regression coefficient ($-.20, ns$) indicates the direct effect controlling for the mediator (i.e., communal perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. * $p < .05$. *** $p < .001$.

Figure 13. Communal perceptions mediate the relationship between taking a paternity leave (coded as 1) compared to no paternity leave (coded as 0) on leadership effectiveness in Study 4.

The first regression coefficient (.06, *ns*) below the arrow connecting the paternity leave taken condition (vs. no paternity leave) and leadership effectiveness represents the direct effect while the second regression coefficient (-.07, *ns*) indicates the direct effect controlling for the mediator (i.e., communal perceptions). Values are unstandardized coefficients. *ns* = nonsignificant. * $p < .05$. *** $p < .001$.

Appendix A

Job Advertisement (Study 1)

Company: Supreme Marketing Solutions

Position: Marketing Manager

Approximate Annual Salary: \$75,000 - \$125,000

Job Description & Tasks

- Formulate, direct, and coordinate marketing activities and policies.
- Identify, develop, or evaluate marketing strategy.
- Use sales forecasting or strategic planning to ensure the sale and profitability of products, lines, or services, analyzing business developments, and monitoring market trends.
- Plan, direct, supervise, and coordinate work activities of subordinates.

Appendix B

Sample Internal Job Application (Study 1)

SUPREME MARKETING SOLUTIONS

Internal Job Application Form:
Applicant Information

Name: Michael [REDACTED] Title: ☒ Mr. ☐ Ms. ☐ Dr.

Email: m[REDACTED]@suprememarketing.ca Daytime Phone: [REDACTED]

Employee ID/Social Insurance Number: [REDACTED]

Current Occupation: Marketing Project Coordinator Years Employed at Supreme: 3

Type of Employment: ☒ Full-time ☐ Part-time ☐ Work-sharing

Undergraduate degree received from: University of Calgary (Bachelor of Commerce)

Advanced degree received: ☐ NO ☒ YES: University of British Columbia (MBA)

Current Job Duties: Act as a link between production and marketing; help manage, coordinate and ensure that marketing projects are delivered as scheduled; perform market and competitive analysis.

Managerial Experience: ☐ EXTENSIVE ☒ SOME ☐ NONE

Last Performance Evaluation Ratings: Overall 9/10 Date Evaluated: June, 2013

Part I 9/10 PART II 8/10 PART III 10/10

Leaves of absence:

Have you ever taken a leave of absence? ☒ YES ☐ NO

If you answered YES to the question above, please answer the following questions.

Type of absence: Paternity Leave

Length of leave: Six months

Dates of leave: August, 2012 – February 2013

Current Date: October 1, 2013 Employee Initial for Verification: [REDACTED]

Office use only:		Reviewed:	Supervisor Comments:
Complete:	☒ Y ☐ N	☒ HR Department ☒ Supervisor ☐ Position Dept.	Michael has a good understanding of how the department should be run on a day-to-day basis, and his work quality is well above average.
Verify Records:	☒ Y ☐ N	Consider for new position: ☐ Y ☐ N	
			Initial: [REDACTED]

Appendix C

Measures

Communality Perceptions (Rudman et al., 2012; Study 1, Study 2, Study 3, and Study 4)

To what extent do you agree that the applicant you read about is/has:

1. Emotional
2. Warm
3. Interested in children
4. Sensitive to others
5. Good listener
6. Cheerful
7. Enthusiastic
8. Excitable
9. Cooperative
10. Friendly
11. Supportive
12. Polite
13. Humble
14. Attends to appearance
15. Helpful
16. Likeable

Hireability (Rudman & Glick, 1999; Study 1, Study 2, Study 3, and Study 4)

Please indicate to what extent you agree with the following statements about the applicant you read about.

1. I would interview the applicant for the job
2. I would personally hire the applicant for the job
3. The applicant would be hired for the job

Reward Recommendations (Rudman & Mescher, 2013; Study 1, Study 2, Study 3, and Study 4)

Please indicate to what extent you would recommend the applicant you read about for the following:

1. A leadership role
2. A promotion
3. A raise

4. A fast-track executive training program
5. A challenging project
6. A high profile project

Leadership Effectiveness (Hentschel et al., 2018; Study 2, Study 3, and Study 4)

If hired for the position, the applicant would:

1. Be a competent leader
2. Be a highly competent in leading employees
3. Lead a team effectively

Memory Study Questions (Study 4)

Both conditions:

1. What was the newspaper article about?
 - a. Restaurant review
 - b. Park opening
 - c. New government policy
2. In the space below, please provide a brief summary of the newspaper article you read about.

Parental leave exclusively reserved for men condition:

3. What was the length of the parental leave offered under the new policy?
 - a. 2 weeks
 - b. 5 weeks
 - c. 8 weeks
4. Which province has a similar parental leave policy already in place?
 - a. Manitoba
 - b. Nova Scotia
 - c. Quebec

Parental leave not exclusively reserved for men condition:

5. Please indicate which new facilities were added to the park (check all that apply):
 - a. Soccer field
 - b. Playground
 - c. Squash court

- d. Basketball court
 - e. Splash park
 - f. Tennis court
 - g. Skating rink
 - h. Skiing trail
 - i. Snowshoe trail
6. When is the park opening?
- a. April 1
 - b. May 1
 - c. June 1

Manipulation Checks

Study 1, Study 2, Study 3, and Study 4:

1. Please indicate the gender of the applicant
 - a. Male
 - b. Female
2. Please indicate whether the applicant had taken a leave of absence
 - a. No
 - b. Yes
3. Please indicate the length of the applicant's leave of absence

Please indicate the reason for the leave of absence

- a. Medical leave
- b. Parental (maternity/paternity) leave
- c. Sabbatical leave

Study 3:

7. Please indicate which position the applicant applied for
 - a. Finance Manager
 - b. Human Resource Manager
 - c. Marketing Manager

Study 3 and 4:

8. Does the applicant have a child/children?
 - a. Yes

- b. No

Study 4:

- 9. Did you read a newspaper article about a new parental leave policy for fathers and non-birthing parents being introduced in Canada (i.e., a “use it or lose it” policy)?
 - a. Yes
 - b. No

Appendix D

Internal Document Depicting Paternity Leave (Study 2)

Human Resources Office Use			
Employee Name: Michael J. [REDACTED]			
<u>Leave of Absence Taken in the Past Two Years:</u>			
Sick:	☐ Y ☒ N	Length: _____	Dates: _____
Parental: ¹	☒ Y ☐ N	Length: <u>One month</u>	Dates: <u>November 15, 2017 – December 15, 2017</u>
Bereavement: ²	☐ Y ☒ N	Length: _____	Dates: _____
Compassionate Care Leave: ³	☐ Y ☒ N	Length: _____	Dates: _____
Additional comments: _____			

¹ The maximum length of parental leave in Canada, as regulated by the federal government, is 15 months. This leave is offered to both parents to care for a newborn or newly adopted child or children.

² The maximum length of bereavement leave in Canada, as regulated by the federal government, is 3 days.

³ The maximum length of compassionate care leave in Canada, as regulated by the federal government, is 6 months.

Appendix E

Job Descriptions (Study 3)

Finance Manager**Company:** CPG Solutions**Position:** Finance Manager**Approximate Annual Salary:** \$75,000 - \$125,000**Job Description & Tasks:**

- Oversee the flow of cash or financial instruments
- Prepare, examine, or analyze financial statements, or other financial reports to assess accuracy, completeness, and conformance to reporting and procedural standards.
- Prepare financial or regulatory reports required by laws, regulations, or boards of directors.
- Plan, direct, supervise, and coordinate work activities of subordinates.

Human Resource Manager**Company:** CPG Solutions**Position:** Finance Manager**Approximate Annual Salary:** \$75,000 - \$125,000**Job Description & Tasks:**

- Identify staff vacancies and recruit; interview and select applicants.
- Analyze and modify compensation and benefits policies to establish competitive programs and ensure compliance with legal requirements.
- Plan, organize, direct, control or coordinate the personnel, training, or labour relations activities of an organization.
- Plan, direct, supervise, and coordinate work activities of subordinates.

Appendix F

Internal Job Applications (Study 3)

Finance Manager

Internal Job Application Form: Applicant Information

Name: Michael [REDACTED] Title: ☒ Mr. ☐ Ms. ☐ Dr.

Email: m[REDACTED]@cpgsolutions.ca Daytime Phone: [REDACTED]

Employee ID/Social Insurance Number: [REDACTED]

Current Occupation: Financial Analyst Years Employed at CPG: 3

Type of Employment: ☒ Full-time ☐ Part-time ☐ Work-sharing

Undergraduate degree received from: University of Calgary (Bachelor of Commerce)

Advanced degree received: ☐ NO ☒ YES: University of British Columbia (MBA)

Current Job Duties: Interpret data on price, yield, future investment-risk trends and economic influence
affecting investments; prepare plans of action for investments using financial analyses.

Managerial Experience: ☐ EXTENSIVE ☒ SOME ☐ NONE

Last Performance Evaluation Ratings: Overall 9/10 Date Evaluated: July, 2018
Part I 9/10 PART II 8/10 PART III 10/10

Other Interests (optional): In my spare time, I enjoy photography, hiking, and spending time with my wife
and child.

Current Date: November 1, 2018 Employee Initial for Verification: [REDACTED]

Office use only:

Complete: ☒ Y ☐ NVerify
Records: ☒ Y ☐ N

Reviewed:

☒ HR Department
☒ Supervisor
☐ Position Dept.Consider for
promotion: ☐ Y ☐ N

Supervisor Comments:

Michael has a good understanding of how the
department should be run on a day-to-day basis, and his
work quality is well above average.

Initial: [REDACTED]

Human Resource Manager

Internal Job Application Form: Applicant Information

Name: Michael [REDACTED] Title: ☒ Mr. ☐ Ms. ☐ Dr.

Email: m[REDACTED]@cpgsolutions.ca Daytime Phone: [REDACTED]

Employee ID/Social Insurance Number: [REDACTED]

Current Occupation: Human Resource Analyst Years Employed at CPG: 3

Type of Employment: ☒ Full-time ☐ Part-time ☐ Work-sharing

Undergraduate degree received from: University of Calgary (Bachelor of Commerce)

Advanced degree received: ☐ NO ☒ YES: University of British Columbia (MBA)

Current Job Duties: Advise and recommend solutions for improving employee relations, job satisfaction, and morale; improve employee training programs; recruit and onboard new employees.

Managerial Experience: ☐ EXTENSIVE ☒ SOME ☐ NONE

Last Performance Evaluation Ratings: Overall 9/10 Date Evaluated: July, 2018

Part I 9/10 PART II 8/10 PART III 10/10

Other Interests (optional): In my spare time, I enjoy photography, hiking, and spending time with my wife and child.

Current Date: November 1, 2018 Employee Initial for Verification: [REDACTED]

Office use only:		Reviewed:	Supervisor Comments:
Complete:	☒ Y ☐ N	☒ HR Department ☒ Supervisor ☐ Position Dept.	Michael has a good understanding of how the department should be run on a day-to-day basis, and his work quality is well above average.
Verify Records:	☒ Y ☐ N	Consider for promotion: ☐ Y ☐ N	
			Initial: [REDACTED]

Appendix G

Newspaper Articles (Study 4)

Parental Leave Exclusively Reserved for Men Condition

New “use it or lose it” parental leave policy introduced in Canada

James Andrews

Ottawa

The Canadian Press

Published February 25, 2019

New fathers and non-birthing parents are now able to access extra weeks of parental leave that are not transferrable to the mother.

Parents will get five additional weeks of parental leave if the couple decides to split their time off to care for their newborn child.

The federal government of Canada has implemented the policy largely to give fathers the opportunity to spend more time with their children. Past research has shown that doing so can have beneficial developmental effects for children. This policy is aligned with encouraging trends found in Scandinavian countries as well as the province of Quebec.

Parental Leave Not Exclusively Reserved for Men Condition

New park opening date announced

James Andrews

Ottawa

Published February 25, 2019

A popular park will be re-opening to the public on May 1 after extensive improvements were made to its facilities and playground areas.

The space will boast new basketball courts, tennis courts, a soccer field, as well as an ice-skating area that can be utilized in the winter months.

The improvements also include the playground areas, with upgrades extending to the two existing play areas that can be used by families.

Appendix H

Supplemental Materials Containing Scale Items and Descriptive Statistics for Men's
Proscriptions (Study 2, 3, and 4)

In Study 2, 3, and 4, I included a measure of men's proscriptions to examine whether there are any differences between the four paternity leave conditions (i.e., 15 months, six months, one month, and no leave). To measure this, I used a 10-item scale from Rudman et al. (2012) (i.e., emotional, naïve, weak, insecure, gullible, melodramatic, uncertain, moody, indecisive, and superstitious; $\alpha = .91$ in Study 2; $\alpha = .91$ in Study 3; $\alpha = .92$ in Study 4). In Study 2, I conducted a one-way ANOVA to test for differences in men's proscriptions among the four conditions. There was no main effect of paternity leave condition when predicting men's proscriptions, $F(3, 287) = 1.17, p = .321, \eta^2 = .012$, suggesting no differences between the 15-month ($M = 2.90, SD = .82$), six-month ($M = 2.81, SD = .79$), one-month ($M = 3.03, SD = .82$), and no paternity leave ($M = 3.00, SD = .84$) conditions.

I conducted a two-way ANOVA to test for differences in men's proscriptions in Study 3 and 4. In Study 3, there was a main effect of paternity leave condition, $F(3, 562) = 2.77, p = .041, \eta^2 = .02$, with Tukey post hoc tests showing a significant difference between the 15-month ($M = 3.04, SD = .90$) and no paternity leave conditions ($M = 2.78, SD = .78$), $p = .044$, but no significant difference between the six-month ($M = 2.97, SD = .84$) and no leave conditions, the 15-month and six-month conditions, the one-month ($M = 2.86, SD = .86$) and no leave conditions, the 15-month and one-month conditions, or the six-month and one-month conditions. However, there was no main effect of position type, $F(1, 562) = 0.05, p = .827, \eta^2 < .001$, suggesting no differences between the HR ($M = 2.91, SD = .80$) and finance ($M = 2.91, SD = .89$) positions, or an interaction between paternity leave and position type, $F(3, 562) = 1.31, p = .271$,

$\eta^2 < .01$. In Study 4, there was no main effect of paternity leave condition, $F(2, 383) = 0.74, p = .476, \eta^2 < .01$, suggesting no differences between the six-month ($M = 2.96, SD = .86$), one-month ($M = 2.94, SD = .83$), and no paternity leave ($M = 2.83, SD = .92$) conditions. There was no main effect of policy condition, $F(1, 383) = 0.07, p = .794, \eta^2 < .001$, suggesting no difference between the parental leave exclusively reserved for men condition ($M = 2.90, SD = .88$) and the parental leave not exclusively reserved for men condition ($M = 2.92, SD = .87$). Further, there was no interaction between the paternity leave and policy conditions, $F(2, 383) = 0.50, p = .605, \eta^2 < .01$.

Appendix I

Supplemental Materials Containing Scale Items and Descriptive Statistics for Agency

Perceptions (Study 1, 2, 3, and 4)

In Study 1, 2, 3, and 4, I also included a measure of agency to examine whether there are any differences between conditions. To measure agency, I used a 16-item scale from Rudman et al., (2012) (i.e., career-oriented, leadership ability, aggressive, assertive, independent, business sense, ambitious, hard working, works well under pressure, self-starter, intelligent, analytical, high self-esteem, persuasive, competitive, competent; $\alpha = .89$ in Study 1, $\alpha = .85$ in Study 2; $\alpha = .87$ in Study 3; $\alpha = .89$ in Study 4).

I conducted a one-way ANOVA to test for differences in agency perceptions among the paternity leave conditions in both Study 1 and 2. In Study 1, there was no main effect of paternity leave condition when predicting agency perceptions, $F(2, 160) = 0.21, p = .813, \eta^2 < .01$, suggesting no differences between the six-month ($M = 5.30, SD = .56$), one-month ($M = 5.24, SD = .56$), and no paternity leave ($M = 5.28, SD = .54$) conditions. As in Study 1, there was no main effect of paternity leave condition when predicting agency perceptions, $F(3, 283) = 1.37, p = .253, \eta^2 < .01$, suggesting no differences between the 15-month ($M = 5.15, SD = .59$), six-month ($M = 5.27, SD = .47$), one-month ($M = 5.32, SD = .52$), and no paternity leave ($M = 5.19, SD = .56$) conditions in Study 2.

I conducted a two-way ANOVA to test for differences in agency perceptions in Study 3 and 4. In Study 3, there was no main effect of paternity leave condition, $F(3, 562) = 0.66, p = .575, \eta^2 < .01$, suggesting no differences between the 15-month ($M = 5.35, SD = .66$), six-month ($M = 5.32, SD = .55$), one-month ($M = 5.31, SD = .62$), and no paternity leave ($M = 5.40, SD = .53$) conditions. There was, however, a main effect of position type, $F(1, 562) = 8.70, p = .003$,

$\eta^2 = .02$, suggesting a difference between the HR ($M = 5.27$, $SD = .58$) and finance ($M = 5.42$, $SD = .60$) conditions. Further, there was no interaction between paternity leave and position type, $F(3, 562) = 1.62$, $p = .183$, $\eta^2 < .01$. In Study 4, there was no main effect of paternity leave condition, $F(2, 383) = 0.16$, $p = .855$, $\eta^2 < .01$, suggesting no differences between the six-month ($M = 5.30$, $SD = .61$), one-month ($M = 5.26$, $SD = .57$), and no paternity leave ($M = 5.29$, $SD = .61$) conditions. There was no main effect of policy, $F(1, 383) = 0.01$, $p = .943$, $\eta^2 < .001$, suggesting no difference between the parental leave exclusively reserved for men condition ($M = 5.29$, $SD = .57$) and the parental leave not exclusively reserved for men condition ($M = 5.29$, $SD = .63$). Further, there was no interaction between the paternity leave and policy conditions, $F(2, 383) = 0.16$, $p = .850$, $\eta^2 < .01$.