YOU WORK LIKE A GIRL

Gabrielle Mellor[1], Vanessa Burke[1], Ph.D., Tin Nguyen[2], Ph.D., & Sydney Roux[1]

Louisiana State University[1] & University of Nebraska Omaha[2]

INTRODUCTION

- Previous research has discovered that men apply punitive measures to their peers when their behaviors deviate from established norms associated with "toughness," "anti-femininity," and "status" (Moss-Racusin, 2010).
- While this discovery is pivotal for advancing our comprehension of how gender norms manifest within society, the exploration of this phenomenon within organizational settings, and its implications for both employees and businesses, has remained a neglected area of research.
- <u>This research aimed to:</u>
  - Replicate the finding of men regulating the behaviors of other men in an organizational context.
  - Uncover *why* and *when* men regulate the behaviors of other men.

METHODS

Sample

- Participants (n = 386) from the Prolific research platform were used.
- 50.26% of the participants were female.
- The average age was 38 (*SD* = 9.9).

Measures

- This study employed a 2 x 2 between-subjects research design utilizing Experimental Vignette Methodology (EVM)--a research design involving the presentation of participants with realistic scenarios and subsequently having them provide behavioral preferences (Aguinis & Bradley, 2014).
- Within the survey, participants were randomly assigned to one of two conditions describing a male employee:

Condition	Displayed Behaviors
"Masculine Violation"	• Calm & empathetic demeanor • Gentle voice • Shares interest in reading
"Masculine Confirmation"	• Confident and bold demeanor • Authoritative voice • Shares interest in sports

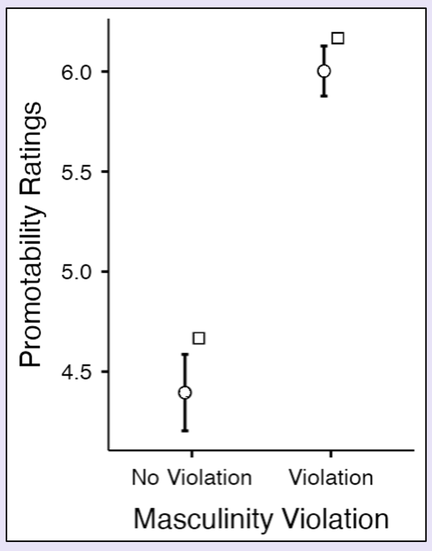
- Participants then answered questions regarding:
  - **Respectability** of the presented employee
  - **Approachability** of the presented employee
  - **Promotability** of the presented employee
  - **Communal traits** of the presented employee
  - **Agentic traits** of the presented employee
  - **Emotions** they expected to feel working with this employee

Analyses

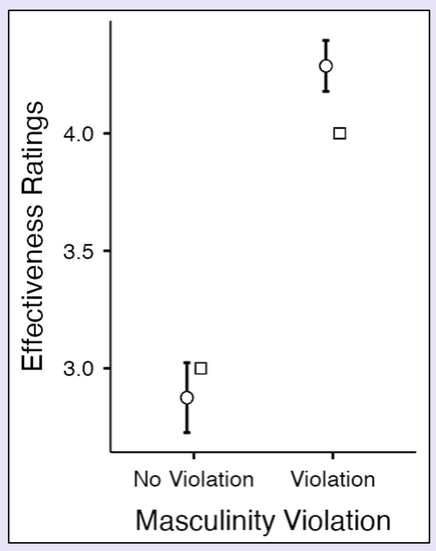
- R and Jamovi, both open-source statistical softwares, were used to conduct data analysis (R Core Team, 2021; The Jamovi Project, 2023).
- Analyses conducted included:
  - Reliability analyses
  - Independent samples t-tests
  - Confirmatory factor analyses
  - Analyses of variance
  - Mediation analyses

RESULTS

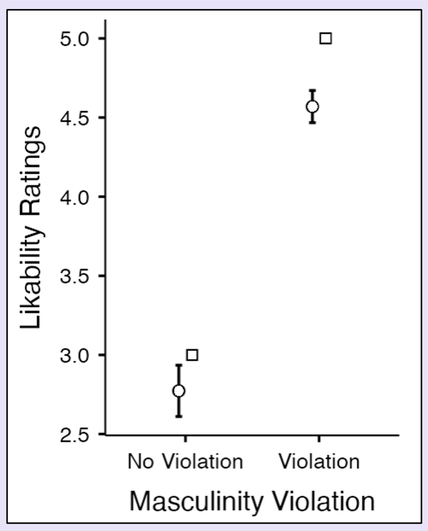
Variable	What did it measure?	Cronbach's Alpha
Negative Emotions	Negative high valence emotions the participant reported they would expect to feel working with this employee (e.g., anger, hostility, irritability).	0.929
Communality	The extent to which the participant perceived the presented employee possessed communal traits (e.g., understanding, sympathetic, compassionate).	0.979
Agency	The extent to which the participant perceived the presented employee possessed agentic traits (e.g., assertive, dominant, willing to take a stand).	0.881
Promotability	The extent to which the participant perceived the presented employee to be promotable.	0.928
Respectability	The extent to which the participant perceived the presented employee to be respectable.	0.844
Approachability	The extent to which the participant perceived the presented employee to be approachable.	0.888



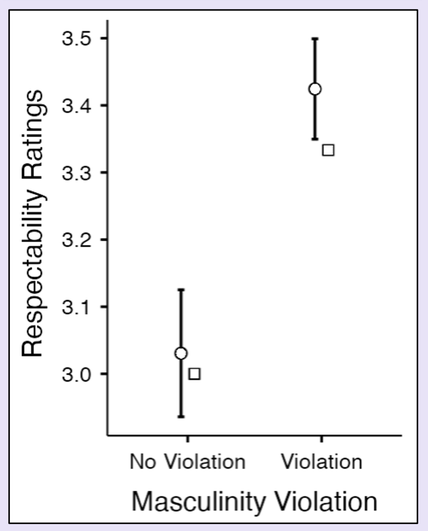
In comparison to the no violation condition, the **violation condition** received significantly **higher ratings** of **promotability**, $t(377) = -14.0$, $p < .001$.



In comparison to the no violation condition, the **violation condition** received significantly **higher ratings** of **effectiveness**, $t(377) = -15.2$, $p < .001$.



In comparison to the no violation condition, the **violation condition** received significantly **higher ratings** of **likability**, $t(378) = -18.6$, $p < .001$.



In comparison to the no violation condition, the **violation condition** received significantly **higher ratings** of **respectability**, $t(377) = -6.43$, $p < .001$.

Model	*C*	*SE*	*A x B*	*SE*
Masc. Violation -> Negative Emotion -> Promotability	0.984***	0.117	0.646***	0.082
Masc. Violation -> Negative Emotion -> Respectability	0.183**	0.068	0.215***	0.039
Masc. Violation -> Negative Emotion -> Approachability	0.759***	0.101	0.547***	0.071
Masc. Violation -> Communality -> Promotability	-0.059	0.195	1.658***	0.174
Masc. Violation -> Communality -> Respectability	-0.275**	0.109	0.660***	0.095
Masc. Violation -> Communality -> Approachability	0.251	0.176	1.048***	0.153
Masc. Violation -> Agency -> Promotability	2.039***	0.14	-0.452***	0.091
Masc. Violation -> Agency -> Respectability	0.755***	0.071	-0.377***	0.051
Masc. Violation -> Agency -> Approachability	1.387***	0.126	-0.079	0.078

DISCUSSION

Can the finding of men regulating the behaviors of their male peers be replicated within an organization context?

- Within our study, we did not replicate men regulating the behaviors of other men; however, we suspect this may be a result of:

- Changing gender norms and expectations of men.
- Not taking into account the status of the presented individual (e.g., supervisor or coworker).
- A higher prevalence of masculine behavior regulation in hypermasculine fields (e.g., finance, construction, technology).

***Why* might men regulate the behaviors of other men?**

- Based on our findings, it seems likely that men may regulate the behaviors of their male peers in an effort to maintain their individual status.

-It is possible the regulation of masculine violations happens within group settings because male employees are under the assumption that exhibiting this behavior will elevate their status within the organization.

FUTURE DIRECTIONS

Moving forward, we plan to further examine:

- The impact of the presented individual's status on participant ratings.
- Whether the regulation of masculine violations becomes more prevalent in hypermasculine contexts (e.g., finance, construction, and/or technology organizations).
- If there is a relationship between political affiliation and the regulation of masculine violations.

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Questions?
Contact: gmello2@lsu.edu