To the Graduate Council:

I am submitting herewith a dissertation written by Joseph Lyle Lesher entitled "Employee Attitudes Toward Parental Leave: An Examination of Dual-Career Couples and Work and Family Issues." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Industrial/Organizational Psychology.

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We have read this dissertation
and recommend its acceptance:

Accepted for the Council:

Associate Vice Chancellor and
Dean of The Graduate School

EMPLOYEE ATTITUDES TOWARD PARENTAL LEAVE: AN EXAMINATION OF DUAL-CAREER COUPLES AND WORK AND FAMILY ISSUES

A Dissertation

Presented for the

Doctor of Philosophy

Degree

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ABSTRACT

The topic of parental leave benefits was examined in this study. In recent years, societal changes have led organizations and government to re-evaluate policies that enable people to balance work and family. Parental leave is a benefit that has been getting increasingly more media attention and considerable debate exists about the appropriateness and effects of proposed parental leave legislation. Survey data was collected from 249 working men and women with an emphasis on obtaining data from members of dual-career couples. The non-random sample was primarily from midwest and southeastern states. Each respondent received a cover letter, a nine-page questionnaire, and a business reply envelope with which to return their completed questionnaire.

In general, respondents favored the idea that workers should be offered parental leave benefits (paid or unpaid). However, respondents reported that having unpaid parental leave as an option would **not** lead them to take more parental leave than they would expect to take under their organizations' current policies. Consistent with the egocentric bias, people who intended to have children in the future were more likely to favor parental leave benefits than people not intending to have children in the future. Consistent with "need theory," it was reported as more appropriate to offer parental leave benefits to mothers than to fathers. Additionally, men expected to take much less parental leave than women. Members of dual-career couples had more favorable attitudes toward parental leave benefits than people not part of a dual-

career couple. Also, when considering their own monetary cost associated with taking parental leave, members of dual-career couples expected to take longer parental leave than other respondents.

Further research and consideration of benefits to help balance work and family need to be done. The workforce has changed remarkably in the past few decades and more change is on the way. As a result, the needs of the workforce are also changing. When this study began, it was thought that parental leave legislation would have a major impact on the business world. Instead, the results from this study suggest that if the current unpaid parental leave legislation were enacted, employee behavior would not markedly change.

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CHAPTER I

INTRODUCTION

Statement of the Issues

The main purpose in this study was to examine worker attitudes and opinions regarding parental leave. That is, what views did American employees have about taking time off from work to care for a newborn child. Through 1991, debate existed over a national parental leave policy. Presently, the United States and South Africa are the world's only industrialized nations without a national parental leave policy. However, legislation is pending that would require certain employers to offer unpaid parental leave to their employees. Similar legislation has reached the White House before, but President Bush vetoed it. Despite indications that Bush will veto the current legislation, public interest remains.

Also at issue was the entitlement of males to receive parental leave. Sixty-three percent of employers polled by Catalyst (1986) responded that no parental leave was reasonable for men. Sixty-eight percent of these same employers thought that three months parental leave was reasonable for women. Traditionally, females have taken most of the child-care responsibilities... and they still do (Greenhaus & Beutell, 1985; Sekaran, 1986). At the same time, however, surveys suggest that college-age males think that child-care responsibilities should be more equally divided between men and women (Gross & Scott, 1990). For whatever reason, though, men do not take much parental leave even when it is offered (Catalyst, 1986; Saltzman, 1991;

Trost, 1988). Some suggest that men expect that they would be more likely than women to be looked down upon if they were to take parental leave (Catalyst, 1981; Doran & Chalk, 1990; Krett, 1985; Norman & Tedeschi, 1984).

Additional information gathered in this study allowed us to see how employee organizational commitment, work and family values, and perception of employment as either a career or job (see page 4 for definition) were correlated with views toward parental leave. For this reason, this study may provide useful information for the researcher as well as the practitioner. Specifically, the researcher may have gained a better understanding and more insight into employee perceptions and how non-job-related factors correlated with job-related factors. The practitioner may note several possible applications from these findings. Depending on the needs of an organization, the practitioner could tailor the organization's benefit package in such a way to meet and satisfy the desires of prospective and/or current employees. Further, obtained correlations may be a step toward confirming or refuting commonly held notions. One such notion is that taking a leave of absence illustrates low organizational commitment (Catalyst, 1981).

Terms Used Throughout the Text

Career - this refers to work where an individual is committed to advancement in a particular field or organization.

Dual-Career Couple - is a special case of the dual-earner couple. "Dual-career" is different from "dual-earner" in that both members of the dual-career couple must have careers.

Dual-Earner Couple - here, dual-earner refers to a married couple or partners where both members work and at least one of the two has a "job."

Job - this also refers to work; however, an individual holding a "job" is primarily working for money.

Maternity Leave - leave offered to female employees for care of a newborn child.

Monetary Cost - refers to money which people forego by taking a parental leave.

Non-Monetary Parental Leave Benefits - refers to parental leave benefits (other than paid parental leave) offered to employees (e.g. the option of working part-time upon return).

Paid Parental Leave - employees are granted a leave of absence due to the birth of a child. In addition to benefits being continued, some portion of salary is continued for a specified period of time.

Parental Leave - leave taken from work (by a man or a woman) in order to care for a newborn child.

Partner - this term is used in reference to an unmarried live-in partner of the respondent.

Promotion Cost - refers to limitations on promotion chances resulting from taking a parental leave.

Single-Earner Couple - this refers to a married couple or partners where only one member has either a job or career (typically the worker is the man).

Single Workers - are heads of their own households who do not live with a spouse or partner.

Unpaid Parental Leave - employees are granted a leave of absence due to the birth of a child. Benefits are continued during this leave of absence but salary is not paid.

Literature Review

The Changing Workforce

In the past two decades, we have seen many changes in the American workforce. These changes have occurred for a variety of reasons. Examples include legislation such as Title VII (which made it illegal to discriminate on the basis of gender, race, national origin, etc.) and societal practices regarding the equality of men and women (e.g. the use of thousands of female personnel in the Persian Gulf War of 1991). As a result of the changing workforce and changing attitudes and practices, today's working people have different perceived needs than their predecessors.

Women account for a sizable portion of the present workforce. In 1988, over forty-five percent of American workers were female and indications are that this percentage will increase by the end of the century (Census Report No. 165, 1990). In

addition, women are gaining ground in fields like engineering and the sciences which were traditionally open only to males (Scarpello & Ledvinka, 1988).

White males no longer dominate the workforce as they did in the 1960's. Mondy and Noe (1990) note that between the years 1985 and 2000, only fifteen percent of new entrants in the labor force will be U.S. born white males. In contrast, U.S. born white females will account for forty-two percent of the new entrants into the workforce while nonwhites and immigrants will make up the remaining forty-three percent.

The American workforce is also aging. By the year 2010, the number of people over 65 years old will nearly triple (Rauch, 1989). Along with more "older" people available, the 1986 amendment to the Age Discrimination Act removes virtually all mandatory retirement ages. Thus, people are allowed to work longer than ever before (Mondy & Noe, 1990). In addition, Rauch (1989) notes that there are fewer younger people entering the workforce which serves to exacerbate the situation of an aging workforce.

It is uncertain exactly how these shifts will affect organizations' day to day operations, but it is safe to say that managers will need to pay attention to the needs of a more diverse workforce. In order to be successful, organizations may have to consider a variety of cultural, gerontological, and gender issues.

Changes at Home

As a direct result of more women in the workforce, there are obviously fewer housewives. In fact, the "traditional" or single-earner household, where the man

works and the wife stays at home, accounted for only ten percent of American households in the mid-1980's. Instead of the traditional household, fifty percent of households consisted of "dual-earner" couples (Catalyst, 1984). Dual-earner couples are those where both the husband and wife are employed. The remaining households were made up of singles, single parents, and a special category of the "dual-earner" couple -- the "dual-career" couple. A dual-career couple is one where *both* the husband and wife work in fields in which they have specific, advanced training or are actively working toward advancement. In general, individuals are the best judges of whether or not they are pursuing a career (Bartels, 1990; Sekaran, 1986); however, the Census categorizes anyone in a "professional, administrative, or managerial" position as a career person (Census Report No. 165, 1990). With more women in the workforce, responsibilities at home have changed in that men have become more involved in cooking, cleaning, childcare, etc. (Sekaran, 1986 among others). Granted, gaps remain between the sexes both at home and at work (Gold, 1983: Greenhaus & Beutell, 1985; Sekaran, 1986), but these gaps have narrowed and will likely continue to do so. Notably, certain types of couples distribute housework more equitably than others. Dual-career couples and couples where the woman earns more than the man report that the men do more housework than men who are part of Single-earner and Dual-earner couples (Hertz, 1986; Sekaran, 1986). With the increase of professional women, then, it is not unreasonable that men would take on increasingly more responsibility for household and child-care duties if they could. One of the benefits of a woman having a career is that she will likely command a

higher salary than a non-career woman. Thus, money not earned by a man taking parental leave may not be as big an issue if his spouse/partner has a career.

Hypothesis 1a - If they could do what they wanted, men whose spouses/partners had careers expected to take more parental leave than men whose spouses/partners did not have careers.

Hypothesis 1b - Considering the money not earned while on parental leave, men whose spouses/partners had careers expected to take more parental leave than men whose spouses/partners did not have careers.

Hypothesis 1c - If the male spouse/partner could do what he wanted, women who had careers expected their spouses/partners to take more parental leave than women who did not have careers.

Hypothesis 1d - Considering the money not earned while on parental leave, women who had careers expected their spouses/partners to take more parental leave than women who did not have careers.

Changes in Societal Attitudes and Practices

As they do periodically, attitudes in our society seem to be changing about work, family, and most everything else (Gross & Scott, 1990). Discussed here are specific attitude shifts which may affect what benefits are desired by employees and what benefits organizations may need to offer in order to remain competitive.

To begin with, as a society we seem to have embraced the notion that women are entitled to pursue undergraduate and graduate college degrees and to have equal entry into the workforce. To achieve this end, The Civil Rights Act of 1964 (Title

VII) made it illegal for most businesses to discriminate on the basis gender. Then, in the early 1970's some major universities began admitting females into their institutions for the first time. By 1986, women were pursuing and obtaining post-secondary school degrees at unprecedented rates; thus, preparing themselves for the workforce. In 1986, men were still earning twice as many professional and doctoral degrees as women; however, women were earning the majority of B.A.s and M.A.s. In addition, enrollment of college freshman for 1986 suggested that the gap was widening. That is, women were increasingly dominating college freshmen classes (Digest of Educational Statistics, 1989).

The New Breed of Working Women

With so many college-educated women entering the workforce, one would surmise that women would be increasingly likely to seek "careers" rather than just "jobs." Statistics support this assertion in two ways. First, increasing numbers of women have been filling professional, administrative, and managerial positions (i.e. the Census definition of "career") (Census Report No. 165, 1990). Second, women are having children later and after they have them, women are returning to work and remaining in the workforce (Census Report No. 436, 1989). Thus, women seem to be demonstrating more dedication to their vocation.

Hypothesis 2a - Career women reported higher levels of organizational commitment than non-career women.

Hypothesis 2b - Career women reported higher levels of work values than non-career women.

In the recent past, women would typically take jobs until they started a family and not return to work until after the children were raised (Bureau of Labor Statistics Report No. 740, 1987). Now, perhaps, women are establishing themselves in their careers before they get married and have children.

Hypothesis 3a - Career women had fewer children than non-career women.

Hypothesis 3b - Career women were older than non-career women when they had their first child.

The notion of having children later seems to fit current societal attitudes of what is "optimal." Our pop-culture is full of "older mom" role models. The television show thirtysomething depicted women in their thirties either contemplating or actually starting families. Other examples include: A segment on the television show 20/20 about moms in their forties; and, the cover of People Magazine with forty-four year old newswoman, Connie Chung, proclaiming, "I want to have a baby." To facilitate a woman's choice to start a family later are contraceptive devices and current abortion laws. Thus, women have the education and the means to enter and stay in the workforce throughout their twenties and perhaps their thirties before having children.

Due in part to changes mentioned above, our society has experienced a declining birth rate from the mid-1960's through the mid-1980's (Rauch, 1989; Census Report No. 436, 1989). However, it is erroneous to assume that working women do not *want* to have children. In fact, most women, career women or not, either have or intend to have children. Census Report No. 436, titled The Fertility of

American Women (1989) states that ninety-four percent of women in their child-bearing years either had or intended to have children. The report further notes that eighty-six percent of career women either had or intended to have children. Thus, it appears that women today: are needed to work, wish to work, are prepared to work, and want to have children as well. Granted, career women may not have as many children as their counterparts, but they will likely have needs common to all parents.

How Need Translates into New Benefits

As a result of changes in the workforce and societal attitudes and practices, working people today have some different needs from their predecessors. Now, as in the past, workforce needs are often translated into requests for organizational benefits to meet those needs. Organizations may then offer the requested benefits. Examples from the past few decades include the following: In the 1950's when the government put a mandatory freeze on wages, labor bargained for benefits such as life and medical insurance (Scarpello & Ledvinka, 1988); in the late 1970's/early 1980's when worker layoffs were common and inflation was high, job security and cost-of-living-adjustments (COLAs) were major concerns (Sloane & Witney, 1986); in response to skyrocketing health costs, Health Maintenance Organizations (HMOs) were formed; and now, with the obvious aging of the American workforce, qualified 401K retirement plans are popular (Mondy & Noe, 1990). Considering our present workforce and changing attitudes about household responsibilities, employees may want parental leave benefits. If so, employers may find it pragmatic to provide parental leave benefits.

Research Question 1 - Did participants tend to be neutral, agree, or disagree with statements that organizations should offer particular parental leave benefits?

Evidence That Parental Leave May Be Needed

As mentioned earlier, women are returning to the workforce after they have children. Approximately sixty percent of women with children under six are in the workforce (Gerson, 1986; Hayghe, 1986). This is remarkable when one considers that only seventy-five percent of women prior to having children are in the workforce (Census Report No. 165, 1990). In the report, Work and Family Patterns of American Women (1990), it is mentioned that older, college-educated women who work full-time are the most likely to work during their pregnancies and return to work as soon as possible. Women fitting this description are more likely to consider themselves career women than young, poorly educated women who work part-time. Thus, it seems reasonable to conclude that career women try their best not to let having a baby stand in the way of their careers.

Hypothesis 4 - Career women expected to take less parental leave than non-career women when they considered possible limitations on promotions due to taking parental leave.

Having a child, though, and trying to work is a difficult task. As a result, organizations lose female employees who are not ready to come back to work immediately after giving birth. Since women are increasingly working as professionals and in important positions, today's organizations are likely to lose not

just women, but valuable employees. As the number of women in important positions grows, so will the problem of losing important employees to child birth.

A possible solution to losing these valuable employees, may be to provide maternity leave. Census Report No. 165 on the Work and Family Patterns of American Women (1990) provides statistics on how many women return to work within the first year after giving birth. Fifty-three percent of women in 1985 versus seventeen percent of their 1965 counterparts came back to work within a year after childbirth. This increase suggests a willingness on the part of women to quickly return to the workforce. Interestingly, in organizations where maternity leave was provided, seventy-one percent of women in 1985 returned to work within one year after childbirth. This finding may suggest that organizations would keep valuable employees if they provided maternity leave. Ironically, results of Catalyst's (1981) poll of Fortune 300 personnel executives show that organizational leaders construed the taking of leave as indicating low organizational commitment. Thus, women seem to be caught in a bind -- Maternity leave facilitates their speedy return to work; yet, if women take maternity leave, they are thought to be not very committed to their jobs.

Schwartz (1989) among others has described the "Mommy track." That is, an unwritten yet existing career path for women who choose to have children as well as a career. These women are thought to be excluded from certain promotion opportunities based upon their family orientation. Since males are not being personally subjected to "mommy track" scrutiny, they may be unaware of the extent

to which career women perceive their promotion opportunities to be hurt by taking parental leave.

Hypothesis 5a - Career women were more likely than career men to agree that a woman taking parental leave reduced her chances of getting future promotions.

Hypothesis 5b - Career women were more likely than career men to agree that management considered a woman taking parental leave not committed to her job.

Justice Theories

With regard to parental leave, attitudes may be affected by what respondents feel is fair (Grover, 1991). Of the prominent justice theories, the notions of equality and need will likely influence people's attitudes toward parental leave the most. Equality is basically the idea that resources should be distributed equally among organization members. Since parental leave is not applicable for those not intending to have children in the future, parental leave may be seen as "unfair" to those people. Mediating equality is the egocentric bias. Evidence suggests that people favor policies which benefit themselves (Greenberg, 1981) and think that policies favoring others are unfair (Greenberg, 1987a).

Hypothesis 6a - Respondents who intended to have children in the future agreed more that mothers should receive paid parental leave than respondents who did not intend to have children in the future.

Hypothesis 6b - Respondents who intended to have children in the future agreed more that fathers should receive paid parental leave than respondents who did not intend to have children in the future.

Hypothesis 6c - Respondents who intended to have children in the future agreed more that mothers should receive non-monetary parental leave benefits than respondents who did not intend to have children in the future.

Hypothesis 6d - Respondents who intended to have children in the future agreed more that fathers should receive non-monetary parental leave benefits than respondents who did not intend to have children in the future.

Need theory basically says that people will perceive resource allocation as "fair" if it goes to those who need it. The question is, who really needs parental leave? Since women actually give birth and are often the primary care-givers, it is suggested that women are perceived to need parental leave more than men.

Hypothesis 7a - Respondents considered paid parental leave more appropriate for women than for men.

Hypothesis 7b - Respondents considered non-monetary parental leave benefits more appropriate for women than for men.

Hypothesis 8 - Respondents expected that negative organizational consequences were greater for men than for women as a result of taking parental leave.

Recent Legislation

Legislation recently vetoed by President Bush required employers to offer unpaid "family" leave to their employees. The bill stated that organizations with

more than fifty employees must allow their employees twelve weeks unpaid leave per year for family emergencies, adoption of a child, or birth of a child (Trost, 1990). If passed, approximately 5% of all organizations would have been covered by the new law - these organizations employed roughly 44% of the workforce (Perlman, 1990). Although family emergencies and adoptions were part of the legislation, lawmakers suggested that the focus of the bill was to ensure a job for people who wanted or needed to take a leave of absence for the birth of a child (Duncan, personal communication, 1990). Another aim of the bill was to continue medical insurance, life insurance, and other benefits for employees while on leave. Although the bill was vetoed, the issue of parental leave remains. In fact, the President said that he was for parental leave, but he wanted businesses to provide it voluntarily rather than under duress (Fitzwater - Bush spokesman, 1990). Bush stated that mandated parental leave might be too costly and inflexible; thus, causing organizations to replace current benefits which employees may value more. The President was also concerned that small organizations as compared with large ones would have a more difficult time holding a position open for someone on parental leave. Bush's position was reiterated by Republican Congressman John Duncan, Jr. in response to a letter this author wrote him (personal communication, October, 1990).

Large corporations, who would then need to provide unpaid parental leave, seem to favor the proposed legislation. Spokespersons for large corporations say they want more uniformity of benefits (Hooper & Goel, 1990). Small business groups and Chambers of Commerce have been the most outspoken against the Family Leave Bill

even though they would not be affected by the bill. Mainly, small businesses are afraid that legislators will eventually mandate that all organizations provide family leave and not just those with over fifty employees. Ironically, Small Business Administration data show that small businesses in states with newly enacted parental leave laws are flourishing. Compared to other states, both employment and profits are up (Lawrence, 1990). Lawrence (1990) cautions not to infer any causation between parental leave laws and organizational success. His point is that opponents of parental leave have no evidence that new parental leave laws hurt small businesses.

Expressed Positions Regarding Parental Leave

If the President is correct in his assumption that providing parental leave would be costly or at the expense of other benefits, then workers at individual organizations should be consulted about whether or not they want parental leave in lieu of other benefits. Of interest, then, are public perceptions about the costliness of providing parental leave. Whether respondents are correct or incorrect, it would be interesting to see how costly employees think it is to offer unpaid or paid parental leave. These public perceptions are often important to policy-makers.

Research Question 2 - Did participants tend to be neutral, agree, or disagree with statements that it was costly for organizations to offer unpaid and/or paid parental leave benefits?

On the other hand, what if offering unpaid parental leave was not costly to the employer? Then, workers would not have to weigh the importance of parental leave benefits against other benefits. A recent survey, in fact, suggests that offering unpaid

parental leave is not very costly to businesses of varying size and industries. The Families and Work Institute, a nonprofit research and consulting firm, surveyed representative employers in the four states already with parental leave laws - Oregon, Minnesota, Wisconsin, and Rhode Island (Trost, 1990). A majority of organizations in all four states reported no change in costs for training, unemployment insurance, or administration. Full details of the survey have yet to be released (Trost, 1990), but indications are that workers simply cannot afford to take lengthy unpaid parental leave. Instead, they come back to work promptly. If no parental leave is offered, women (in general) still leave workforce. When these women are ready to return to the workforce, they may have to move on to a new organization. Compared with their organizations' present policies and practices, would respondents expect to take longer parental leave if unpaid parental leave were an option?

Research Question 3 - Did women and/or men expect to take more parental leave if unpaid parental leave were offered versus what their organization offered at the time of the survey?

Opponents of parental leave, who say that the Families and Work Institute survey is flawed and politically motivated, have some legitimate cost concerns. Even if salary is not being paid, benefits must be continued for employees on leave. Benefits in large corporations account for about forty percent of an employee's total compensation (Harrigan, 1983 from Scarpello & Ledvinka, 1989). Further, when an employee goes on leave, someone must be brought in to replace him or her - or, overtime will be required of remaining staff in order to cover for the "missing"

employee. In addition, productivity may drop as a work replacement gets acclimated to the job. These are very real concerns for many organizations struggling to remain competitive. Certainly, organizations prefer their people to be on the job and productive. At the same time, the reality is that people do have children and organizations must seek ways to deal with this reality. Providing parental leave does cost money (GAO estimates $4.50 annually per employee), but does it cost more not to provide it?

Another line of thought suggests that providing parental leave may not only be welcomed by employees, but it may actually save employers money. Some business owners who provide parental leave state that there is nothing "moral" about it - providing parental leave simply saved them money by decreasing turnover (Caspar, 1990). Lawrence Perlman (1990), President and CEO of Control Data, also claims that parental leave is "good business" - Control Data offers five months leave at 65% pay. To this, Perlman says, "Well-managed businesses are not inconsistent with the enhancement of human values and the empowerment of employees." If training costs are a concern to the employer, offering parental leave may reduce training costs in the long run. When employees are with an organization for a long time, many employees may be initially trained and then learn through experience. The experience of high-ranking professionals may be invaluable to their organizations. In a sense, an organization invests in its employees over time. If a talented employee is not offered parental leave and he or she leaves, then the organization loses its investment. This

lost investment may be far greater than the costs of *temporarily* doing without that employee.

Groups of Interest

In researching attitudes toward parental leave, four somewhat distinct groups were of interest: Single-earner couples, dual-earner couples, dual-career couples, and single workers. Every worker is affected by organizational policies - some, though, differently than others. Thus, the opinions and attitudes of members of all four groups were taken into account.

As mentioned earlier, there have been many changes at home, in the workforce, and in our society. As a result of these changes, we have seen the first group (the "traditional," single-earner couple) drop in number. In fact, couples where only the man works comprised a minority of American couples in the mid-1980's. In the majority of couples, both the man and the woman worked (Sekaran, 1986). This second group of couples is referred to as dual-earner couples. A third name for a category of couples, coined by the Rapoports (1969), is the dual-career couple. In these couples, both members are pursuing advancement in a particular field or organization. Although there are fewer dual-career couples than dual-earner couples, dual-career couples are growing quickly in both number and importance. The fourth category of interest is the single people in the workforce. Although many singles are either young people or people who have never been married, a large number of singles are divorced or widowed and may have children. Single parents have a

particularly difficult time balancing work and family. In their households, they are the primary care-givers as well as the primary wage earners.

Attitudes and opinions toward parental leave from each of the four groups described above were collected. However, special consideration was given to the category of dual-career couple employees. This increased attention to the attitudes of dual-career couples is somewhat a controversial one. The following paragraphs are intended to both describe the "controversy" and to explain why this author decided not only to include dual-career couples as a category of its own, but to also give them special consideration.

In the past decade, there has been considerable interest in the "new" group of dual-career couples. So much, in fact, that many critics have questioned the usefulness of conducting research on this group. A relevant argument against dual-career couple research cites 1986 census data which state that only six to ten percent of couples fit the "dual-career" category. Thus, the claim is that dual-career research is elitist and ignores the attitudes and needs of the majority of couples. Critics further charge that research on dual-career couples reflects the biases of the researchers who often fall into this category (e.g. the Rapoports and the Mathews).

Whereas the critics make valid points, this researcher is still very interested in the attitudes of dual-career couples. First of all, the number of dual-career couples has grown substantially in recent years. From 1960 to 1983 the number of dual-career couples rose from 900,000 to 3.3 million (Sekaran, 1986). In the past seven years, indications are that this trend has accelerated (Bureau of Labor Statistics Report

No. 740, 1987). In addition to increasing numbers, dual-career members have a disproportionate amount of influence for the size of their group. Career people are likely to fill upper-echelon positions in organizations; thus, being in positions where policy-making decisions are made. Since many members of dual-career couples are relatively young, they will begin to wield more organizational influence in the near future.

The second reason for interest in dual-career couples involves the need of organizations to attract highly skilled workers. With a growing number of dual-career couples and a shortage of highly skilled people (Rauch, 1989), organizations must find ways to "win" dual-career members from their competitors. Offering parental leave may help achieve this goal. Statistics show that dual-career couples are less likely than other parents to have relatives take care of their children (Catalyst, 1981); instead, they tend to care for the children themselves and use day-care facilities. Further, career women are having children later. In fact, from 1981-1985, 18.1 percent of women had completed four or more years of college by the time they had their first child as compared with 9.9 percent for 1961-1965 (Census Report No. 165, 1990). These numbers suggest that women are establishing themselves in careers before having children. After establishing a career, it seems reasonable to expect that women would want to return to their careers. As a result, it seems that the practices of dual-career couples may lead them to value parental leave options more than other new parents. On one hand, they tend to care for their children themselves; and, on the other hand, members of dual-career couples will be most apt to re-enter the

workforce after the birth of a child. Further, dual-career couples will likely have higher combined incomes than non-dual-career households; thus, they can monetarily afford to take unpaid parental leave. If dual-career couples do in fact value parental leave, then organizations may choose to offer it as a benefit in order to attract these highly skilled workers.

Hypothesis 9a - Compared with members of non-dual-career couples, members of dual-career couples agreed more that non-monetary parental leave benefits should be offered to mothers.

Hypothesis 9b - Compared with members of non-dual-career couples, members of dual-career couples agreed more that non-monetary parental leave benefits should be offered to fathers.

A third possible reason to look at dual-career couples, in particular, is their somewhat unique position in comparison to the other three groups of interest. In the single-earner couple, one member of the couple takes primary responsibility for the household duties. Generally, the female of a single-earner couple assumes the aforementioned role and subsequently cares for the newborn child. The male in this couple may be interested in caring for his newborn child, but there is not a great need for him to take parental leave. In a dual-career couple, however, household responsibilities are more evenly divided (Sekaran, 1986) and both members have strong work interests. Thus, both parents will likely feel a certain responsibility to care for a newborn. With regard to single employees, the need for parental leave is not as common as it is for couples. Plus, when single women do have babies, their

situation of being both primary care-giver and breadwinner will likely necessitate them to quickly re-enter the workforce. Dual-career couples, on the other hand, likely will be more financially stable; thus, giving them more latitude to take parental leave if they choose to do so. The situation of dual-earner couples is also distinct from dual-career couples. Granted, both members of a dual-earner couple work; but, one member (generally the woman) has a subordinate job to the other member. That is, the work of one member is considered more important than his or her spouse's/partner's work. In these cases, the member whose work is given lower status generally assumes more of the home and family duties. Therefore, when it comes to care for a newborn, the member with the less important job is expected to fill this role. With respect to finances, dual-earner couples typically need both incomes in order to live comfortably and they depend heavily on the man's income. Dual-earner couples are likely to be more financially stable than single parents, but less so than dual-career couples. Thus, dual-earner couples generally do not have the financial latitude that dual-career couples have. If the above is true, then members of dual-career couples will not consider the money aspect of taking parental leave as heavily as non-dual-career couples.

Hypothesis 10a - Members of dual-career couples expected to take more parental leave than their non-dual-career couple counterparts when they considered money not earned while on leave.

Hypothesis 10b - Members of dual-career couples expected to take more parental leave than their non-dual-career couple counterparts if unpaid parental leave were offered.

In order to make group comparisons regarding attitudes and opinions toward parental leave, a wide variety of working people was sampled. That is, single workers, members of single-earner couples, members of dual-earner couples, and members of dual-career couples participated in this research. Although an opportunity sample was used (respondents were not randomly selected), organizations may find the results useful in understanding how different segments of the workforce feel about parental leave and act accordingly.

Monetary Cost, Promotion Cost and Parental Leave

Why would people be reluctant to take parental leave? If respondents perceived negative consequences to result from taking parental leave, then it seems to follow that as the perceived negative consequences intensify, expected use of parental leave would become less likely. One such negative consequence of taking parental leave is the loss of a paycheck. Few people or families can do without a major portion of their income.

Hypothesis 11 - Respondents' expected use of parental leave decreased as perceived monetary cost due to taking parental leave increased.

Unfortunately for the new parent(s) and for the organization, there may be some negative side-effects of coming back to work solely because of monetary concerns. The new parent may have feelings of guilt associated with not being at

home with the child (Saltzman, 1991). In addition, the worker's thoughts may not be totally on the job; possibly resulting in an accident or substandard work.

In a similar vein, it has been noted that taking parental leave may be construed by management as a sign of low organizational commitment. Thus, respondents may feel that by taking parental leave, they will limit their chances for future promotions.

Hypothesis 12 - Respondents' expected use of parental leave decreased as perceived limitations on chances to get future promotions increased.

If new parents do cut short parental leave due to fears of damaging their promotion opportunities, this too may have negative consequences. The person may be resentful toward the organization (Schwartz, 1989) and blame the taking of parental leave for not getting a desired promotion. Obviously, an organization wants its workers back on the job as soon as possible. However, it may be in an organization's best interest for workers to return from leave when they are ready.

Organizational Commitment, Work/Family Values, and Parental Leave

Another area of inquiry deals with the connection between organizational commitment, work & family values, and parental leave. Results of the 1981 Catalyst report suggest that management equated the taking of parental leave with low organizational commitment. There is really no strong evidence as to whether or not this notion is true. On the one hand, one could argue that taking parental leave means that the family is more important to the employee than the organization. Given the choice of "work" or "family," the employee opted for the family. On the other hand, one could argue that taking parental leave is in the best interest of the

organization. Recall that Census Report No. 165 (1990) documented that if maternity leave were offered, more women returned to work within a year than if maternity leave were not offered.

Research Question 4 - What was the relationship between length of expected parental leave, organizational commitment, and work & family values?

We must be cautious about interpreting the results of the above question, since correlational analyses were employed. No causation is implied and should not be inferred.

Parental leave benefits are also seen by many as a way to enhance the family (Perlman, 1990). If this is so, we might expect that people with high scores on the family values scale will also have generally favorable opinions regarding parental leave benefits for both men and women.

Hypothesis 13a - Scores on the Family Values scale were positively correlated with favorable opinions toward non-monetary parental leave benefits for men.

Hypothesis 13b - Scores on the Family Values scale were positively correlated with favorable opinions toward non-monetary parental leave benefits for women.

Dual-Career Couple Membership and Parental Leave

This final area of inquiry deals with how members of dual-career couples may view parental leave differently from other respondents. It has been noted that males in dual-career couples assume more household responsibilities than males in either

single-earner or dual-earner couples. With regard to mens' usage of parental leave, it has been hypothesized that as perceived monetary cost increase, expected length of parental leave will decrease. However, perhaps males in dual-career couples do have more favorable attitudes toward parental leave than other males. Then, compared to other males, the expected use of parental leave by dual-career males will be less affected by perceived monetary cost of taking parental leave. In fact, it was hypothesized earlier (Hypothesis 1b) that men in dual-career couples would expect to take more parental leave than other men when they considered money not earned while on leave. If this hypothesis holds true, then an interaction effect should be noted whereby expected use of parental leave by males will be differentially affected by perceived monetary cost of taking parental leave due to men being members of dual-career couples or not.

Hypothesis 14 - As perceived monetary cost for taking parental leave increased, expected use of parental leave decreased less for men in dual-career couples than for men not in dual-career couples.

Information has been cited which suggests that career women may be more concerned with their work than non-career women. It was hypothesized earlier (Hypothesis 2b) that career women would report higher work values than non-career women. Thus, one would expect career women to value promotion opportunities more than their non-career women counterparts. In fact, earlier it was also surmised (Hypothesis 4) that career women would expect to take less parental leave than non-career women when they considered that taking parental leave may limit their chances

of getting future promotions. Assuming these earlier suppositions hold, then we should note an interaction effect whereby expected length of parental leave will be differentially affected by perceived limitations on chances of getting promotions due to women considering their work a "career" versus women considering their work a "job."

Hypothesis 15 - As perceived limitations on promotion chances for taking parental leave increased, expected use of parental leave decreased more for career women than for non-career women.

Summary of Hypotheses and Research Questions

Hypothesis 1a - If they could do what they wanted, men whose spouses/partners had careers expected to take more parental leave than men whose spouses/partners did not have careers.

Hypothesis 1b - Considering the money not earned while on parental leave, men whose spouses/partners had careers expected to take more parental leave than men whose spouses/partners did not have careers.

Hypothesis 1c - If the male spouse/partner could do what he wanted, women who had careers expected their spouses/partners to take more parental leave than women who did not have careers.

Hypothesis 1d - Considering the money not earned while on parental leave, women who had careers expected their spouses/partners to take more parental leave than women who did not have careers.

Hypothesis 2a - Career women reported higher levels of organizational commitment than non-career women.

Hypothesis 2b - Career women reported higher levels of work values than non-career women.

Hypothesis 3a - Career women had fewer children than non-career women.

Hypothesis 3b - Career women were older than non-career women when they had their first child.

Hypothesis 4 - Career women expected to take less parental leave than non-career women when they considered possible limitations on promotions due to taking parental leave.

Hypothesis 5a - Career women were more likely than career men to agree that a woman taking parental leave reduced her chances of getting future promotions.

Hypothesis 5b - Career women were more likely than career men to agree that management considered a woman taking parental leave not committed to her job.

Hypothesis 6a - Respondents who intended to have children in the future agreed more that mothers should receive paid parental leave than respondents who did not intend to have children in the future.

Hypothesis 6b - Respondents who intended to have children in the future agreed more that fathers should receive paid parental leave than respondents who did not intend to have children in the future.

Hypothesis 6c - Respondents who intended to have children in the future agreed more that mothers should receive non-monetary parental leave benefits than respondents who did not intend to have children in the future.

Hypothesis 6d - Respondents who intended to have children in the future agreed more that fathers should receive non-monetary parental leave benefits than respondents who did not intend to have children in the future.

Hypothesis 7a - Respondents considered paid parental leave more appropriate for women than for men.

Hypothesis 7b - Respondents considered non-monetary parental leave benefits more appropriate for women than for men.

Hypothesis 8 - Respondents expected that negative organizational consequences would be greater for men than for women as a result of taking parental leave.

Hypothesis 9a - Compared with members of non-dual-career couples, members of dual-career couples agreed more that non-monetary parental leave benefits should be offered to mothers.

Hypothesis 9b - Compared with members of non-dual-career couples, members of dual-career couples agreed more that non-monetary parental leave benefits should be offered to fathers.

Hypothesis 10a - Members of dual-career couples expected to take more parental leave than their non-dual-career couple counterparts when they considered money not earned while on leave.

Hypothesis 10b - Members of dual-career couples expected to take more parental leave than their non-dual-career couple counterparts if unpaid parental leave were offered.

Hypothesis 11 - Respondents' expected use of parental leave decreased as perceived monetary cost due to taking parental leave increased.

Hypothesis 12 - Respondents' expected use of parental leave decreased as perceived limitations on chances to get future promotions increased.

Hypothesis 13a - Scores on the Family Values scale were positively correlated with favorable opinions toward non-monetary parental leave benefits for men.

Hypothesis 13b - Scores on the Family Values scale were positively correlated with favorable opinions toward non-monetary parental leave benefits for women.

Hypothesis 14 - As perceived monetary cost for taking parental leave increased, expected use of parental leave decreased less for men in dual-career couples than for men not in dual-career couples.

Hypothesis 15 - As perceived limitations on promotion chances for taking parental leave increased, expected use of parental leave decreased more for career women than for non-career women.

Research Question 1 - Did participants tend to be neutral, agree, or disagree with statements that organizations should offer particular parental leave benefits?

Research Question 2 - Did participants tend to be neutral, agree, or disagree with statements that it was costly for organizations to offer unpaid and/or paid parental leave benefits?

Research Question 3 - Did women and/or men expect to take more parental leave if unpaid parental leave were offered versus what their organization offered at the time of the survey?

Research Question 4 - What was the relationship between length of expected parental leave, organizational commitment, and work & family values?

CHAPTER II

METHOD

The primary purpose in this study was to examine attitudes toward parental leave. For the purpose of examining these attitudes, a measure was constructed by the author. In addition, an Organizational Commitment Scale, a Work Values Scale, and a Family Values Scale were part of the final questionnaire. Items were adapted from existing measures as well as developed by the author in order to help ensure the reliability and validity of these scales. Several attitudes and opinions of the respondents were correlated in order to achieve a further understanding of workers' beliefs, thoughts, etc. In addition, several categories of employees were formed and compared with one another. The purpose in doing this was to get information about the differential views of varying segments of the workforce regarding parental leave. This information would give managers and organizations additional input when making decisions regarding parental leave policies.

Participants

A sample of 249 full-time and part-time workers participated in this study. The sample consisted of 148 females and 101 males. The respondents were employed by companies of varying sizes and from several different geographical locations in the United States. In fact, people from ten states and the District of Columbia participated. The sample was not randomly selected; rather, it was a sample of convenience. Acquaintances of the researcher distributed questionnaires to their

coworkers. Further, a special attempt was made to sample dual-career couples. Thus, a disproportionately large number of members of dual-career couples (n=107) participated in this study. In addition to members of dual-career couples, the sample included single employees (n=71), members of single-earner couples (n=20), and members of dual-earner couples (n=51).

When deciding to whom questionnaires should be sent, contact persons in the organizations assisted in the identification of their employees as possible members of dual-career couples. Then, the contact persons contacted identified employees about their willingness to participate in this study. If the employees were receptive, then they were added to a list of prospective participants. A total of 534 questionnaires was distributed by the researcher and the organization contacts. Two-hundred forty nine usable questionnaires were returned for a response rate of 46.6%.

Procedure

Pilot Study

All of the measures used in this study were pilot-tested in order to establish reliability estimates, improve wording, and adjust the questionnaire content. Twenty-four Knox County teachers as well as University of Tennessee graduate and undergraduate management students participated in the pilot study. Students were allowed to participate only if they were employed at that time. An explanation of the purpose in doing a pilot study was given to each participant before they filled out the questionnaire. In addition, prospective respondents were advised that they did not

have an obligation to participate in the study and they were assured that information from the questionnaires would be kept strictly confidential and reported only in summary form.

As a result of the comments and suggestions given by the pilot sample, changes were made so that the revised questionnaire was more understandable and more effectively tapped the areas of research interest. The final draft of the questionnaire reportedly took participants between 15 and 20 minutes to complete. More detailed information about the pilot study is presented in Appendix A.

Actual Study

The questionnaire was distributed to respondents in one of two ways. The researcher either met personally with a group of respondents or mailed packets to a contact person in an organization who then distributed the questionnaires. In each case, a cover letter was provided which explained the purpose of the study and how the data would be used. Potential respondents were also told that to return a completed questionnaire constituted informed consent on their part (per guidelines of the Test on Human Subjects Committee). In addition, each respondent received a postage-paid return envelope in order to facilitate mailing the questionnaire back to the researcher.

Measures

The entire questionnaire consisted of a cover page and nine areas as described below: Demographic Information; Employment Status; Past Parental Leave;

Organizational Policies; Expected Consequences of Taking Parental Leave; Opinions About Parental Leave Policies; Expected Use of Parental Leave; Organizational Commitment; and, Work/Family Values (see Appendix B for the cover letter and a complete copy of the questionnaire). Comment areas were provided for respondents to further explain their answers. The means, standard deviations, and reliability coefficients for the questionnaire scales are listed in Table 1.

Demographic Information

Respondents were asked to give their age, sex, marital status, and size of their organization. In addition, they were asked for their annual earnings, their spouse's/partner's annual earnings, and the total household earnings. Respondents were also asked how many children lived in their household and the ages of their children. Finally, if respondents already had children they were asked if they intended to have more. If they did not have children at the time, respondents were asked if they intended to have children in the future. Several of these items were patterned from other surveys in the literature (Heath, 1982; Hoopes, 1988; Taylor, 1986).

Employment Status

Respondents were then asked to give information about their own employment status and (if applicable) their spouse's/partner's employment status. Initially, participants were asked whether they worked full-time or part-time. If applicable, they were also asked whether their spouse/partner worked full-time, part-time, or was a house-husband or house-wife. Additional questions were asked to assess whether a

Table 1. Means, Standard Deviations, and Reliability Coefficients for Questionnaire Scales

Scale	Mean	Standard Deviation	Cronbach's Alpha (α)
Expected Consequences for Women Taking Parental Leave	2.74	0.91	0.81
Expected Consequences for Men Taking Parental Leave	3.30	0.95	0.80
Opinions About Parental Leave Benefits to Offer Women	4.35	0.60	0.66
Opinions About Parental Leave Benefits to Offer Men	4.03	0.72	0.75
Organizational Commitment	3.57	0.69	0.86
Work Values	3.24	0.66	0.83
Family Values	4.30	0.65	0.92

Note: Scale ranged from 1 to 5. Higher numbers indicated: more negative consequences resulting from taking parental leave; more favorable opinions about offering parental leave benefits; increased organizational commitment; higher work values; and higher family values.

respondent considered his/her own work a "career" or a "job" and whether his/her spouse's/partner's work was a "career" or a "job." These questions were drawn from what the literature suggests are appropriate ways to determine the career versus job distinction (Bartels, 1990; Bureau of Labor Statistics, 1986; Sekaran, 1986). Further, this information allowed the researcher to determine which couples were dual-career couples, dual-earner couples, etc. Finally, respondents were asked to simply write their occupational title and, if applicable, their spouse's/partner's occupational title. This information was used to check participants understanding of the career versus job distinction.

Past Parental Leave

The next set of questions was designed to find out whether or not the respondent and/or the respondent's spouse/partner had ever taken parental leave. If parental leave had been taken by either person, the respondent was directed to indicate the length of parental leave.

Organizational Policies

This section of the questionnaire was designed to assess the policies and practices of the respondent's (and the spouse's/partner's) organization regarding parental leave. Respondents were asked if the organization offered unpaid or paid leave and what type of work (if any) would await an employee upon return from a parental leave. Blanks were also provided for the respondent to say that he/she did not know the requested information. Of interest here was to see how much respondents knew about their own and their spouse's/partner's parental leave benefits.

Conclusions based on research in the compensation field have shown that many employees are unaware of most of the benefits they either receive or are entitled to receive (Henderson, 1985).

Expected Consequences of Taking Parental Leave

In this section of the survey, respondents were asked for their perceptions of the consequences of taking parental leave. Specifically, respondents were asked if they perceived that taking parental leave would hurt their chances of getting future promotions. The respondents also were asked if taking parental leave would be a financial strain. Identical questions were asked regarding the effect on the respondent's spouse/partner of taking parental leave.

In addition, respondents were asked how they thought management would react to a man taking parental leave and to a woman taking parental leave. Respondents were asked to gauge how management would perceive the organizational commitment of men and/or women taking parental leave and the chances of these men and/or women getting future promotions. Lastly, it was asked if the respondents thought that it would be very costly for organizations to provide parental leave in each of two conditions: paid parental leave and unpaid parental leave. All of the responses were recorded on a five-point Likert-type scale ranging from: "Strongly Disagree"=1; "Disagree"=2; "Neither Agree Nor Disagree"=3; "Agree"=4; "Strongly Agree"=5.

From the items above, three items were rationally grouped together in order to assess the consequences that respondents thought women faced as a result of taking parental leave. Three other items were also rationally grouped in order to assess the

consequences that respondents thought men faced as a result of taking parental leave. See Table 2 for the item groupings and their corresponding Cronbach's α. To test the empirical appropriateness of the aforementioned two-factor model, a confirmatory factor analysis was performed. The results of the confirmatory factor analysis are reported in the results section.

Opinions Regarding Parental Leave Benefits

In this section of the questionnaire, respondents' were asked for their beliefs about what parental leave benefits should be available to employees. Respondents separately considered whether organizations should offer paid parental leave for mothers and paid parental leave for fathers. Respondents were then asked if paid parental leave were not offered for mothers/fathers, did they believe that unpaid parental leave should be offered to mothers/fathers. Similarly, respondents were asked whether or not they believed that men and women returning from parental leave should be allowed to work part-time; be guaranteed some type of a job when they returned from taking parental leave; and, should men and women taking parental leave receive the same or equal job upon their return. Again, responses were recorded on a five-point Likert-type scale ranging from: "Strongly Disagree"=1; "Disagree"=2; "Neither Agree Nor Disagree"=3; "Agree"=4; "Strongly Agree"=5.

Two factors were also rationally scaled from the items dealing with opinions regarding parental leave benefits. One factor dealt with what non-monetary parental leave benefits respondents thought were appropriate for women to receive. The other factor dealt with what non-monetary parental leave benefits respondents thought were

Table 2. Expected Consequences (EC) of Taking Parental Leave

Variable	Question
Factor 1 - Expected Consequences for Women Taking Parental Leave (α = 0.81)	
EC13	If a woman were to take parental leave, she would reduce her chances of getting future promotions
EC16	If a woman were to take parental leave, management would think that she was not committed to her job
EC19A	Taking parental leave would hurt my chances of getting future promotions (if the respondent were female) If my spouse/partner took parental leave, it would hurt her chances of getting future promotions (if the respondent were male)
Factor 2 - Expected Consequences for Men Taking Parental Leave (α = 0.80)	
EC14	If a man were to take parental leave, he would reduce his chances of getting future promotions
EC15	If a man were to take parental leave, management would think that he was not committed to his job
EC20A	Taking parental leave would hurt my chances of getting future promotions (if the respondent were male) If my spouse/partner took parental leave, it would hurt her chances of getting future promotions (if the respondent were female)

appropriate for men to receive. Following the examination of psychometric properties, each scale was adjusted to four items (see Table 3). To test the empirical appropriateness of the aforementioned two-factor model, a confirmatory factor analysis was performed. The results of the confirmatory factor analysis are reported in the results section.

Expected Use of Parental Leave

This section was divided into three parts: Expectations of the respondent's own use of parental leave; the respondent's expectations of his or her spouse's/ partner's use of parental leave; and, the respondent's expectations that other men and women would use parental leave. A five-point Likert-type scale was also used to record responses for these items. However, the scale ranged from: "Zero to 1 Week"=a; "1 to 5 Weeks"=b; "5 to 12 Weeks (medically accepted recovery time)"=c; "3 to 6 Months"=d; "More Than 6 Months"=e. From scant literature (Sekaran, 1986; Catalyst, 1982) and suggestions from the pilot study respondents, the aforementioned categories were designed to obtain a normal distribution.

Respondents were asked to estimate how long a parental leave they would take in various situations. First, they were asked how long a parental leave they would take if they could do whatever they wanted to do. Then, how long a parental leave would they take considering the policies and practices where they presently worked; considering the money they would not earn while on leave; and, considering possible limitations on their chances of getting a promotion for taking parental leave. Next, respondents were asked to consider how long a parental leave they would take if their

Table 3. Opinions (OP) Regarding Parental Leave Benefits

Variable	Question
Factor 1 - Opinions Regarding Non-Monetary Parental Leave Benefits that Should Be Offered to Mothers (α = 0.66)	
OP25	Mothers should be offered unpaid parental leave
OP28	When returning from parental leave, a female worker should be allowed to work part-time if she wishes
OP30	A woman returning from parental leave should be guaranteed some type of job
OP32	A woman returning from parental leave should receive either her old job or one of equal status
Factor 2 - Opinions Regarding Non-Monetary Parental Leave Benefits that Should Be Offered to Fathers (α = 0.75)	
OP26	Fathers should be offered unpaid parental leave
OP27	When returning from parental leave, a male worker should be allowed to work part-time if he wishes
OP29	A man returning from parental leave should be guaranteed some type of job
OP31	A man returning from parental leave should receive either his old job or one of equal status

organization offered unpaid parental leave and paid parental leave, respectively. In another part of this section, respondents were asked to estimate how long a parental leave their spouse/partner would take considering the same six situations that they considered for themselves.

In the final part of the Expected Use of Parental Leave section, respondents were asked to estimate how long a parental leave they would expect other men and women to take in three situations for each gender. First, respondents were asked, in separate questions, to estimate how long a parental leave they expected men and women to take considering the policies and practices of most organizations. Then, respondents were requested to estimate how long a parental leave they thought men would take if organizations offered unpaid parental leave and paid parental leave, respectively. Similarly, respondents were asked to estimate how long a parental leave they expected women to take if organizations offered unpaid parental leave and paid parental leave, respectively.

Organizational Commitment

The Organizational Commitment Scale was a nine-item scale. Six items were adapted from Lincoln and Kalleberg (1990) and the remaining three items were suggested by Larsen (personal communication). Lincoln and Kalleberg (1990) reported a reliability coefficient of 0.95 (Cronbach's α). Items used in the scale are presented in Table 4 and psychometric information is listed in Table 1. Following a preliminary examination of the data, items 2 and 5 (originally from the Lincoln & Kalleberg (1990) scale) were removed from the analysis in order to improve

Table 4. Organizational Commitment (OC)

Variable	Question
Organizational Commitment Scale Items (α = 0.86 for the revised scale)	
OC1	I am willing to work harder than my job requires in order to help this company succeed
*OC2	I would take any job in order to continue working for this company
OC3	My values and the values of this company are quite similar
OC4	I am proud to work for this company
*OC5	I would turn down another job (with another company) for more pay in order to stay with this company
OC6	I am very loyal to this company
OC7	I see my long term employment as continuing with this company
OC8	This company is interested in the well-being and progress of employees like me
OC9	At the end of my career, I plan on retiring from this company

* Items were deleted from final analysis

psychometric quality. Item responses were recorded on a five-point Likert-type scale ranging from: "Strongly Disagree"=1; "Disagree"=2; "Neither Agree Nor Disagree"=3; "Agree"=4; "Strongly Agree"=5.

Work and Family Values

A six item scale was created for Work Values and a similar six item scale was created for Family Values (see Table 5). Items for the scales were adapted from Hoopes' (1988) examination of work/nonwork issues. Item responses for these scales were recorded on a five-point Likert-type scale ranging from: "Strongly Disagree"=1; "Disagree"=2; "Neither Agree Nor Disagree"=3; "Agree"=4; "Strongly Agree"=5. Psychometric information about these two scales is listed in Table 1. In addition to reliability estimates, subsequent factor analyses on these two scales demonstrated that the scales have strong factor integrity (see Table 6).

Data Analyses

SAS Statistical Package (SAS User's Guide: Statistics, 1982) and SPSS Statistical Package (SPSS Reference Guide, 1990) were used in the scale development processes and in subsequent analyses of the data. The researcher wrote a variety of programs using several SAS procedures in order establish reliability estimates and to test statistical relationships and differences among items, scales, and groups of interest in this study. SPSS was utilized to perform confirmatory factor analyses using LISREL. The Chancellor of the University of Tennessee and the University Computing Center are acknowledged for providing central computing facilities and

Table 5. Work Values (WV) and Family Values (FV)

Variable	Question
Work Values Scale Items (α = 0.83)	
WV1	My job is a major source of satisfaction in my life
WV2	The most important things that happen to me involve my work
WV3	I have few activities more important than work
WV4	Work is a major part of who I am
WV5	My work is presently very important to me
WV6	I am very much involved in my work
Family Values Scale Items (α = 0.92)	
FV1	My family is a major source of satisfaction in my life
FV2	The most important things that happen to me involve my family
FV3	I have few activities more important than those with my family
FV4	My family is a major part of who I am
FV5	My family is presently very important to me
FV6	I am very much involved with my family

Table 6. Rotated Factor Pattern of Family Values Scale and Work Values Scale

Item	Loading on Family Values Factor	Loading on Work Values Factor
WV1[a]	0.05	**0.76**
WV2	-0.16	**0.60**
WV3	-0.15	**0.45**
WV4	-0.07	**0.67**
WV5	0.07	**0.74**
WV6	0.14	**0.78**
FV1[b]	**0.81**	0.06
FV2	**0.85**	-0.09
FV3	**0.73**	-0.01
FV4	**0.71**	0.02
FV5	**0.88**	-0.00
FV6	**0.86**	-0.04

[a] WV1 - WV6 are the hypothesized Work Values items

[b] FV1 - FV6 are the hypothesized Family Values items

services. Below, brief examples are given to demonstrate how certain statistical procedures were used.

The "Proc Corr" procedure was used to examine inter-item correlations and to establish Cronbach's Coefficient Alpha (α) reliability estimates for the scales mentioned previously. In addition to reliability estimates, Proc Corr was also used to examine the relationships between different items and different scales. The resulting data cannot be assumed to imply any causation among circumstances, attitudes, or opinions. Rather, the findings may serve as a basis for future research into the causes of certain attitudes and/or opinions.

"Proc Means" was used to calculate means, standard deviations, and number of respondents for each item and scale of interest. In addition, many variables were created by the researcher in order for "Proc Means" to give t-test information as to whether or not the means of two items were significantly different. A two-tailed t-test was used in all cases where a t-test was performed. The use of a two-tailed t-test was a conservative statistic since the direction of the mean differences was hypothesized in most instances. An example of how "Proc Means" was used to calculate t-tests follows: Question OP23 and Question OP24 asked respondents if they thought that organizations should offer paid parental leave to mothers and fathers, respectively. A variable equal to OP23 minus OP24 was created (PD_MF) in order to see if respondents felt more strongly that organizations should offer paid parental leave to mothers versus fathers. Using the t-test and probability of t options, Proc Means then gave information regarding whether or not the mean difference was

statistically significant. Similar analyses using "Proc t-test" were performed on a variety of items comparing men with women, people who intended to have children in the future versus those who did not, members of dual-career couples with respondents not part of a dual-career couple, etc.

"Proc GLM" (general linear model) was utilized to examine interaction effects. For instance, GLM was used to examine the hypothesized differential effects of perceived monetary costs on expected length of parental leave for males in dual-career couples versus males who were not part of a dual-career couple. GLM was also used to check the influence of covariates such as income. If the variable of interest (e.g. member of a dual-career couple) remained significant even with the inclusion of the covariate, then the covariate (e.g. income) was ruled out as the sole reason for the observed relationship between the variable of interest and the dependent variable.

Next, the LISREL procedure in SPSS was used to test the appropriateness of scales constructed specifically for this research. Initially, psychometric properties were examined for each of the scales. Adustments to the scales were made accordingly. Following any adjustments, the scales were tested for their appropriateness. This testing included assessing the Null Model; the Hypothesized Model; and, Revised Models as indicated by the modification indices. Of the models tested, the Expected Consequences of Taking Parental Leave Scale was thought to have two factors -- 1) the consequences women face due to taking parental leave, and 2) the consequences men face due to taking parental leave. The Opinions Regarding Parental Leave Benefits Scale was also thought to have two factors -- 1) non-monetary

benefits that should be offered to mothers, and 2) non-monetary benefits that should be offered to fathers.

Many more combinations of variables exist for analysis and they may be addressed in future research. For the current research, though, it was decided to limit the number of analyses in order to maintain focus. In addition, the examples above illustrate how different types of analyses were performed - they do not include a description of every analysis which was performed.

CHAPTER III

RESULTS

Analysis of the research data was conducted in two stages. First, LISREL was used to test the appropriateness of the hypothesized scales that were used in this study. Following the use of LISREL, a variety of hypothesized relationships were examined using parametric statistical procedures. A series of t-tests were performed to test differences among various groups of people regarding their opinions about parental leave and their expected use of parental leave. In addition, t-tests were used to test respondents' opinions about what parental leave benefits were appropriate for males and females and how much parental leave respondents' thought men and women would take in a variety of situations. Unless otherwise noted, t-tests were arranged so that positive differences indicated that the differences were in the expected direction. Correlation procedures were used to examine the relationships among several variables and the General Linear Model (GLM) provided a means to examine interaction effects and the effects of covariates.

Initial Review of the Data

Before any detailed analysis of the data, frequency distributions and minimum and maximum values for each item were examined. Following the examination of these data, the researcher was very confident that the data had been entered correctly and that it was being read into the program properly. Any time additional variables

were created from the data, similar diagnostic procedures ensued. All entered data fit into specified minimum and maximum constraints and no extreme outliers were noted (frequency distributions for the questionnaire items may be found in Appendix C).

Assessment of Individual Scales

Expected Consequences Resulting From Taking Parental Leave

The first scale tested for its appropriateness was Expected Consequences Resulting from Taking Parental Leave. Three pairs of questions (one question dealt with women, the other question dealt with men) comprised the scale. The proposed model was that two factors existed -- 1) Consequences women face as a result of taking parental leave, and 2) Consequences men face as a result of taking parental leave (see Figure 1). A test of the initial model showed a weak fit. However, modification indices suggested that each pair of questions contained correlated error (theta deltas). When the theta deltas for each pair of questions were entered into the model (removing this error--see Figure 2), the fit was excellent ($X^2 = 6.07$, 5 df, $n=151$, $p < 0.30$) with a chi-squared ratio (X^2/df) of 1.21 (see Table 7). In addition, note that the lambda weights are relatively equal for each item of each factor (see Figure 2). The lambda weights are indicators of how important particular items are to the factors with which they are associated. Thus, every item of the Expected Consequences Resulting From Taking Parental Leave Scale was of relatively equal importance.

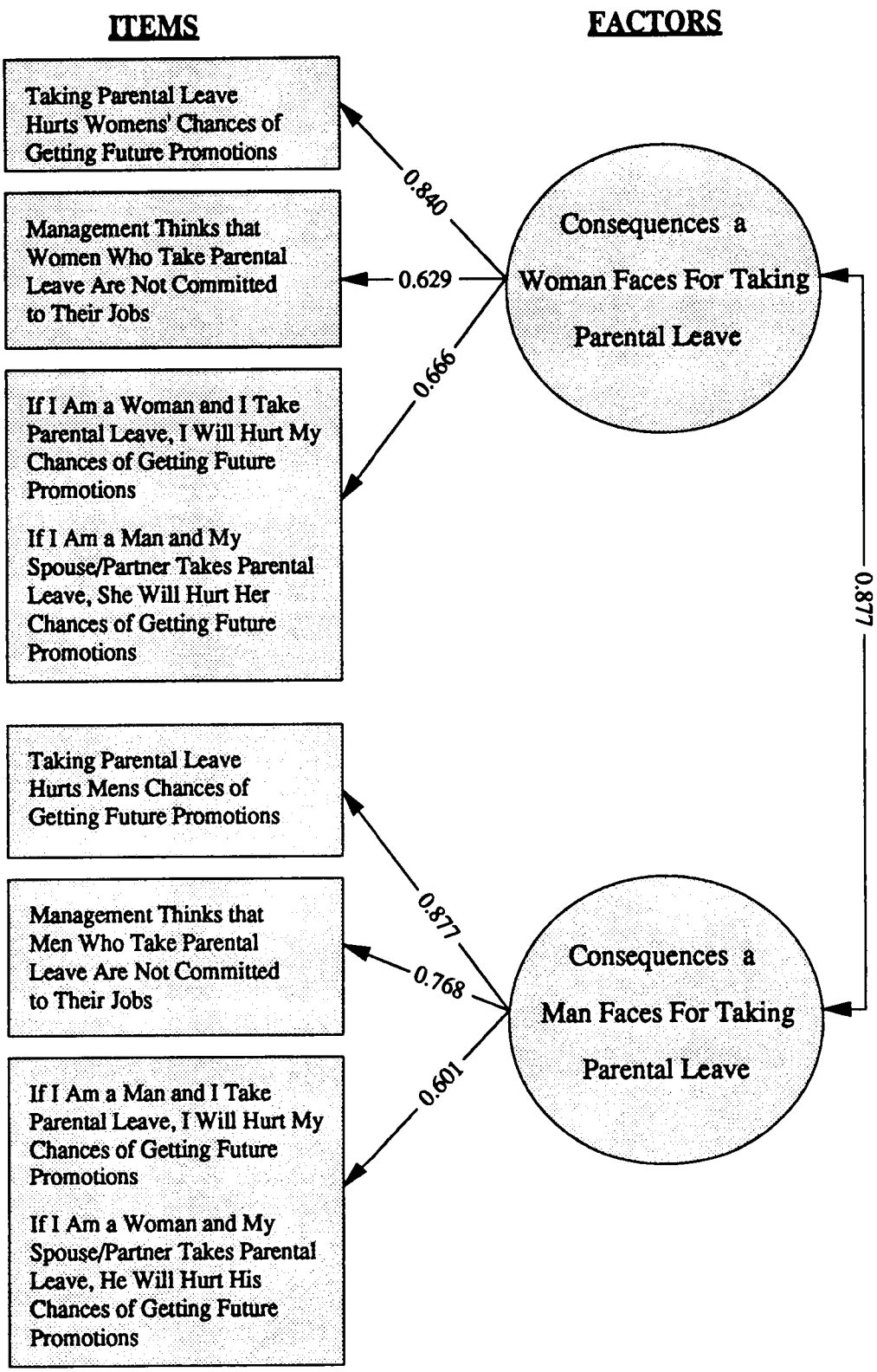

Figure 1. Initial Factor Structure of Expected Consequences Resulting From Taking Parental Leave

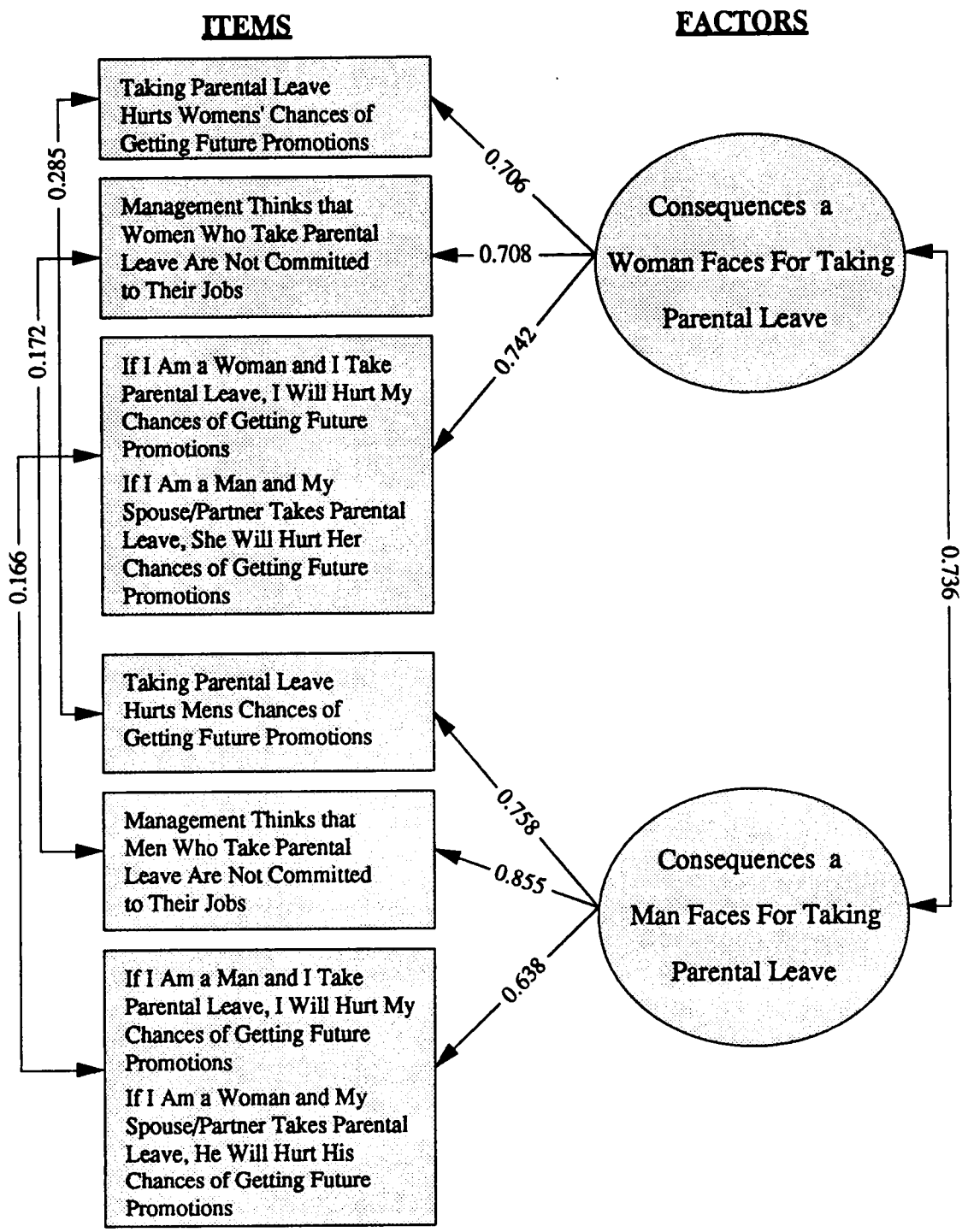

Figure 2. Revised Factor Structure of Expected Consequences Resulting From Taking Parental Leave

* Based on the modification indices, items containing shared or correlated error (theta deltas) are shown here linked by arrows. The removal of this error improved the fit of the model.

Table 7. Confirmatory Factor Analysis of the Expected Consequences Resulting From Taking Parental Leave Scale

Model	Chi-Squared	df	Goodness of Fit Indices CFI[a]	GFI[b]
Null Model	449.47	15	---	0.434
Basic Model	87.67	8	0.817	0.851
Full Model (TD* 6,3; 5,2; 4,1)	6.07	5	0.987	0.986

[a] CFI - Comparitive Fit Index (Bentler, 1990)

[b] GFI - Goodness of Fit Index (Jöreskog & Sörbom, 1988)

* TD refers to "theta deltas." Theta deltas remove shared error between items in Factor 1 and Factor 2. See Figure 2 for pairings of items.

When deciding whether to accept or reject a LISREL model, no universally accepted critical value for the chi-squared ratio exists. However, chi-squared ratios between two and three are often considered to indicate an acceptable fit (Bollen, 1989). Thus, the two-factor LISREL model (taking away the correlated error of each pair of questions) of the Expected Consequences of Taking Parental Leave Scale displayed an excellent fit.

Opinions Regarding Parental Leave Benefits

The second scale tested for its appropriateness was Opinions Regarding Parental Leave Benefits. Four pairs of questions (one question dealt with women, the other question dealt with men) comprised the scale. The proposed model was that two factors existed -- 1) Opinions regarding non-monetary parental leave benefits that should be offered to mothers, and 2) Opinions regarding non-monetary parental leave benefits that should be offered to fathers (see Figure 3). A test of the initial model showed a weak fit. However, modification indices suggested that each pair of questions contained correlated error (theta deltas). When the theta deltas for each pair of questions were entered into the model (removing this error--see Figure 4), the fit was very good ($X^2 = 27.10$, 15 df, n=246, $p < 0.028$) with a chi-squared ratio of 1.81 (see Table 8). Recalling that chi-squared ratios between two and three are considered acceptable for LISREL models, this model showed a very good fit. Again, note the lambda weights for each item of each factor. Unlike the Expected Consequences Resulting From Taking Parental Leave Scale, the lambda weights for the items of the Opinions Regarding Parental Leave Benefits Scale were not relatively

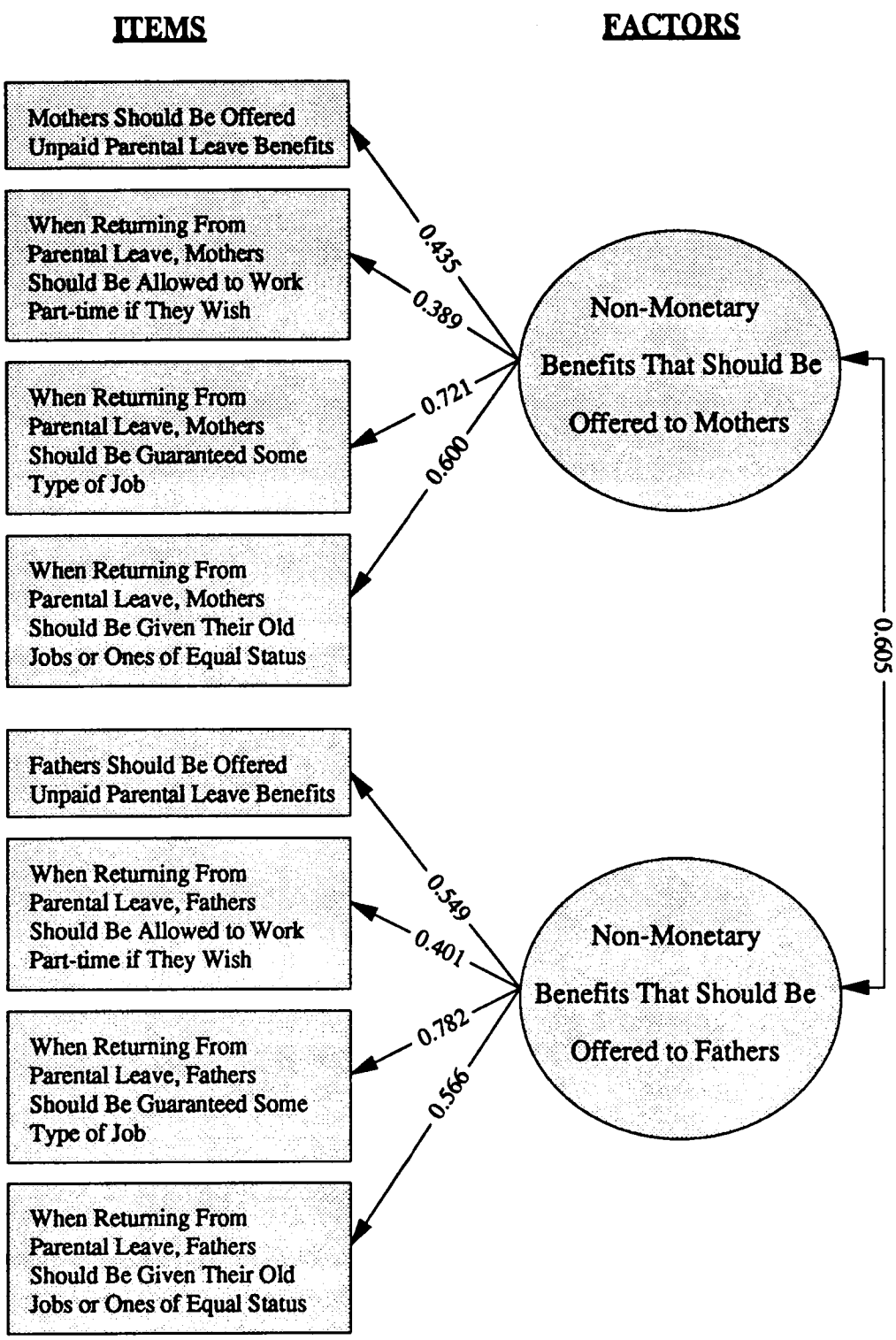

Figure 3. Initial Factor Structure of Non-Monetary Parental Leave Benefits That Respondents Thought Should Be Offered to Parents

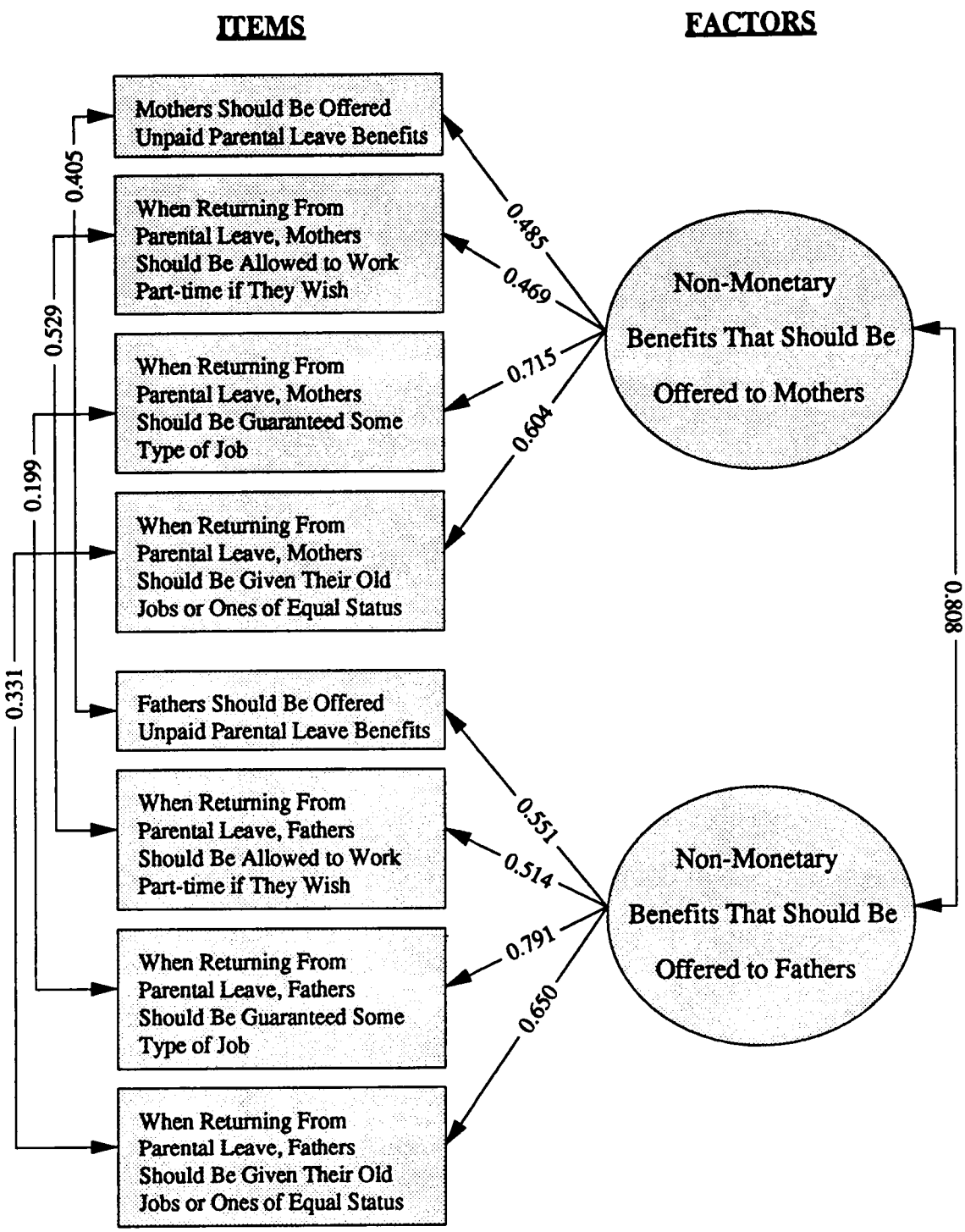

Figure 4. Revised Factor Structure of Non-Monetary Parental Leave Benefits That Respondents Thought Should Be Offered to Parents

* Based on the modification indices, items containing shared or correlated error (theta deltas) are shown here linked by arrows. The removal of this error improved the fit of the model.

Table 8. Confirmatory Factor Analysis of the Opinions Regarding Non-Monetary Parental Leave Benefits Scale

Model	Chi-Squared	df	Goodness of Fit Indices CFI[a]	GFI[b]
Null Model	1744.98	28	---	0.386
Basic Model	928.80	19	0.470	0.581
Full Model (TD* 8,4; 7,3; 6,2; 5,1)	27.10	15	0.987	0.973

[a] CFI - Comparitive Fit Index (Bentler, 1990)

[b] GFI - Goodness of Fit Index (Jöreskog & Sörbom, 1988)

* TD refers to "theta deltas." Theta deltas remove shared error between items in Factor 1 and Factor 2. See Figure 4 for pairings of items.

equal. As indicated by the lambda weights, the items regarding guarantees of a job upon return from parental leave were the most important items on the Opinions Regarding Parental Leave Benefits Scale.

From a rational standpoint, the Expected Consequences Resulting from Taking Parental Leave Scale and the Opinions Regarding Parental Leave Scale were consistent with the literature in the area. Each scale addressed the main concerns and issues cited in articles, books, and reports on the subject of Parental Leave (for more detailed discussions of parental leave, see Catalyst, 1984; Schwartz, 1989; and Sekaran, 1986). The reliability estimates, using Cronbach's α, and other psychometric properties also appeared adequate. From an empirical standpoint, the subsequent confirmatory factor analyses supported the use of the two scales as proposed by the researcher. Therefore, with this support for the adequacy of the scales, the researcher proceeded to analyze the data in order to address the hypotheses and research questions posed in this study.

Results by Hypothesis

Comparing Men Whose Spouses/Partners Had Careers With Men Whose Spouses/Partners Did Not Have Careers

The first set of hypotheses was that men whose spouses/partners had careers expected to take more parental leave than men whose spouses/partners did not have careers in the following situations: 1) If they could do what they wanted and 2) Considering the money not earned while on parental leave. Similarly, compared with

women who did not have careers, women who had careers were hypothesized to expect their spouses/partners to take more parental leave. This was also thought to occur in the following situations: 1) If the spouse/partner could do what he wanted and 2) Considering money not earned by the spouse/partner while on leave (see Table 9). Of the four hypothesized relationships one finding was not significant (compared to non-career women, career women expected their spouses/partners to take more parental leave if the spouse/partner could do what he wanted). Although not predicted, significant differences were found for the situation, "If unpaid parental leave were offered." The difference existed in each condition mentioned above: 1) men whose spouses/partners had careers expected to take more parental leave than men whose spouses/partners did not have careers, and 2) compared with women who did not have careers, women who had careers expected their spouses/partners to take more parental leave (see Table 9).

Comparing Career Women With Non-Career Women

Several hypotheses dealt with the differences between career women and non-career women. Table 10 lists the results of Hypothesis 2a through Hypothesis 4. Hypothesis 2a was that career women reported higher levels of organization commitment than non-career women. Hypothesis 2b was that career women reported higher levels of work values than non-career women. In addition, Hypothesis 3a stated that career women had fewer children than non-career women. Hypothesis 3b was that career women were older than their non-career counterparts when they had their first child. Finally, Hypothesis 4 stated that career women expected to take less

Table 9. Comparing Expected Length of Parental Leave for Men Whose Spouses/Partners Had Careers with Expected Length of Parental Leave for Men Whose Spouses/Partners Did Not Have Careers

Situation	Mean	Difference	df	t	Prob > |t|
Male Respondents Expected Length of Parental Leave:					
If they could do what they wanted	3.02†				
	2.36‡	0.66	78	2.29	0.025*
Considering money not earned while on parental leave	1.91†				
	1.33‡	0.58	77	2.94	0.004*
If unpaid parental leave were offered	2.00†				
	1.36‡	0.64[a]	78	3.18	0.002*
Expected Length of Parental Leave for Female Respondents' Spouses/Partners:					
If they could do what they wanted	2.36†				
	2.32‡	0.04	95	0.15	0.882
Considering money not earned while on parental leave	1.58†				
	1.26‡	0.32	93	2.46	0.016*
If unpaid parental leave were offered	1.56†				
	1.23‡	0.34[a]	93	2.43	0.017*

* Statistically Significant

† Couples Where the Woman Had a Career

[a] Post Hoc Finding

‡ Couples Where the Woman Did Not Have a Career

Table 10. Comparing Career Women With Non-Career Women

Variable	Mean	Difference	df	t	Prob > |t|
Level of Organizational Commitment	3.68† 3.56‡	0.12	141	1.01	0.314
Level of Work Values	3.37† 2.95‡	0.42	143	3.35	0.001*
Number of Children	0.68† 1.25‡	-0.57**	143	-3.31	0.001*
Age When First Child Was Born	25.45† 26.25‡	-0.80	62	0.77	0.444
Expected Length of Parental Leave, considering possible limitations on promotions due to taking parental leave	2.93† 3.24‡	-0.31**	140	1.55	0.123

* Statistically Significant

** For these items, a negative difference was in the predicted direction

† Career Women

‡ Non-Career Women

parental leave than non-career women when they considered possible limitations on promotions due to taking parental leave.

The results were mixed on the above hypotheses. Career women did report higher levels of work values and did have fewer children than non-career women. However, there was no significant difference between career and non-career women on reported organizational commitment, age when the first child was born, or expected length of parental leave considering possible limitations on promotions due to taking parental leave.

Comparing Career Women With Career Men

Hypotheses 5a and 5b dealt with how career women and career men differed on what they saw as the consequences of taking parental leave. It was proposed that compared to career men, career women considered the consequences of taking parental leave as more negative for women. Specifically, compared to career men, career women agreed more with the statement that a woman taking parental leave reduced her chances of getting future promotions. In addition, compared to career men, career women agreed more with the statement that management considered a woman taking parental leave as not committed to her job (see Table 11).

The results here were also mixed. There was virtually no difference between career women and career men for Hypothesis 5a. That is, career women did not agree more than career men that taking parental leave reduced a woman's chance of getting future promotions (mean of career women = 2.90 and mean of career men = 2.85). However, Hypothesis 5b showed a significant difference between career

Table 11. Comparing Career Women With Career Men

Variable	Mean	Difference	df	t	Prob > |t|
If a woman were to take parental leave, she would reduce her chances of getting future promotions	2.90† 2.85‡	0.05	191	0.28	0.780
If a woman were to take parental leave, management would think that she was not committed to her job	2.92† 2.41‡	0.51	191	3.50	0.001*
Fathers should be offered non-monetary parental leave benefits	4.22† 3.81‡	0.41ª	191	3.92	0.001*

* Statistically Significant

ª Post Hoc Finding

† Career Women

‡ Career Men

women and career men. Career women agreed more than career men that management considered a woman taking parental leave as being not committed to her job. In addition to the above findings, there was one strong post hoc finding. Career women agreed more than career men that non-monetary parental leave benefits were appropriate for fathers.

Comparing Those Who Intended to Have Children in the Future with Those Who Did Not Intend to Have Children in the Future

Based on the idea that people favor policies which favor themselves (Greenberg, 1981), it was proposed that people who intended to have children in the future had different opinions regarding parental leave than people who did not intend to have children in the future. Specifically, it was proposed that compared with respondents who did not intend to have children in the future, respondents who intended to have children in the future agreed more that mothers and fathers should be offered paid parental leave. In addition, when comparing these same two groups, it was hypothesized that respondents who intended to have children in the future agreed more that mothers and fathers should be offered non-monetary parental leave benefits (see Table 12).

The results supported the above hypotheses. Respondents who intended to have children in the future agreed more than respondents who did not intend to have children in the future that both mothers and fathers should be offered paid parental leave and non-monetary parental leave benefits. An additional post-hoc finding was also noted. Compared with people who intended to have children in the future,

Table 12. Comparing Respondents Who Intended to Have Children in the Future with Respondents Who Did Not Intend to Have Children in the Future

Variable	Mean	Difference	df	t	Prob > |t|
Mothers should be offered paid parental leave	4.36† 3.62‡	0.74	246	6.00	0.0001*
Fathers should be offered paid parental leave	3.90† 3.23‡	0.67	246	4.48	0.0001*
Mothers should be offered non-monetary parental leave benefits	4.47† 4.27‡	0.20	246	2.74	0.007*
Fathers should be offered non-monetary parental leave benefits	4.16† 3.93‡	0.23	246	2.54	0.012*
As a result of taking parental leave, males will face negative consequences	3.12† 3.44‡	-0.32[a]	247	-2.61	0.010*

* Statistically Significant

† Respondents who intended to have children in the future

[a] Post Hoc Finding

‡ Respondents who did not intend to have children in the future

people who did not intend to have children in the future were more inclined to report that if males were to take parental leave they would face negative consequences.

Opinions Regarding Parental Leave Benefits for Men and Women

Are parental leave benefits appropriate for women, men, or both? Based on the concept of "need," it was hypothesized that respondents would consider parental leave benefits more appropriate for women than for men. In particular, it was proposed that respondents considered both paid parental leave benefits and non-monetary parental leave benefits as more appropriate for women than for men (see Table 13).

The results support the above hypotheses that respondents considered paid parental leave and non-monetary parental leave benefits as more appropriate for women than for men. Since Greenberg's (1981) notion that people favor policies which benefit themselves was in conflict with the "need" concept, the researcher checked to see if both male and female respondents agreed that parental leave benefits were more appropriate for women than men. In this sample, "need" won out over "self-interest" in that both males and females agreed that parental leave benefits were more appropriate for women than for men. Male respondents reported that women should be offered paid parental leave more than men ($t = 5.98$, $p < 0.0001$) and that women should be offered non-monetary parental leave benefits more than men ($t = 6.43$, $p < 0.0001$). Similarly, female respondents reported that women should be offered paid parental leave more than men ($t = 3.82$, $p < 0.0002$) and that women

Table 13. Opinions Regarding Parental Leave Benefits for Men and Women

Variable	Mean	Difference	N	t	Prob > |t|
Mothers should be offered paid parental leave	3.93		248		
Fathers should be offered paid parental leave	3.51		247		
		0.42	247	6.80	0.0001*
Mothers should be offered non-monetary parental leave benefits	4.26		248		
Fathers should be offered non-monetary parental leave benefits	4.03		248		
		0.23	248	7.37	0.0001*

* Statistically Significant

should be offered non-monetary parental leave benefits more than men ($t = 5.24$, $p < 0.0001$).

Expected Consequences for Men and Women Who Take Parental Leave

Since it is thought to be more appropriate for a woman than a man to care for a newborn child, then men should expect to face more negative organizational consequences than women if they were to take parental leave. In Hypothesis 8, it was proposed that respondents expected negative organizational consequences would be greater for men than for women as a result of taking parental leave (see Table 14).

As predicted, respondents agreed more that men would face more negative consequences than women if they were to take parental leave. Again, the researcher verified that both male and female respondents agreed on the differential consequences men would face as compared to women. Male respondents expected men to face significantly more negative organizational consequences than women ($t = 9.71$, $p < 0.0001$) if they were to take parental leave. Females, too, expected men to face significantly more negative organizational consequences than women ($t = 5.46$, $p < 0.0001$) if they were to take parental leave.

Comparing Members of Dual-Career Couples with Non-Dual-Career Couple Members

Several hypotheses were proposed that suggested members of dual-career couples would have different opinions and expected behaviors from members of non-dual-career couples. For instance, compared with non-dual-career couple members, members of dual-career couples were expected to agree more that both fathers and mothers should be offered non-monetary parental leave benefits (see Table 15).

Table 14. Expected Consequences for Men and Women Who Take Parental Leave

Variable	Mean	Difference	N	t	Prob > |t|
A man taking parental leave would face negative organizational consequences	3.49		249		
A woman taking parental leave would face negative organizational consequences	2.93		249		
		0.56	249	10.11	0.0001*

* Statistically Significant

Table 15. Comparing Members of Dual-Career Couples with Non-Dual-Career Couple Members

Variable	Mean	Difference	df	t	Prob > |t|
Mothers should be offered non-monetary parental leave benefits	4.46† 4.27‡	0.19	246	2.58	0.011*
Fathers should be offered non-monetary parental leave benefits	4.14† 3.95‡	0.19	246	2.16	0.032*
Expected Length of Parental Leave for Males:					
When money not earned while on leave was considered	1.71† 1.41‡	0.30	193	2.56	0.011*
If unpaid parental leave were to be offered	1.78† 1.41‡	0.37	194	3.07	0.002*
Expected Length of Parental Leave for Females:					
When money not earned while on leave was considered	3.28† 2.76‡	0.52	209	3.69	0.0003*
If unpaid parental leave were to be offered	3.31† 2.75‡	0.56	209	3.85	0.0002*

* Statistically Significant

† Members of Dual-Career Couples

‡ Non-Dual-Career Couple Members

In addition, members of dual-career couples were predicted to expect to take more parental leave than non-dual-career couple members in the following situations: 1) when they considered money not earned while on parental leave, and 2) if unpaid parental leave were to be offered (see Table 15).

The results supported each of the above hypotheses. Members of dual-career couples did report more agreement than non-dual-career couple members that both mothers and fathers should be offered non-monetary parental leave benefits. In addition, compared with their non-dual-career couple counterparts, men and women in dual-career couples expected to take more parental leave when they considered money not earned while on leave and if unpaid parental leave were offered.

The researcher realized that a net effect of income may have accounted for the differences in expected length of parental leave when money not earned was considered and if unpaid parental leave were offered. Using the ANCOVA (analysis of covariance) procedure of the general linear model, income was tested as a covariate. After ensuring the homogeneity of slopes, income did appear as a significant variable with regard to expected length of parental leave when money not earned was considered and if unpaid parental leave were offered. At the same time, being a member of a dual-career couple remained a significant variable in each case for both men and women: For males when they considered money not earned while on parental leave ($F = 4.66$; $p < 0.032$) and if unpaid parental leave were offered ($F = 6.35$; $p < 0.013$); and for females when they considered money not earned while

on leave ($F = 8.35$; $p < 0.004$) and if unpaid parental leave were offered ($F = 12.08$; $p < 0.0006$).

Expected Length of Parental Leave and Perceived Monetary Costs

It was hypothesized (Hypothesis 11) that respondents' expected length of parental leave decreased as perceived monetary costs due to taking parental leave increased. As expected, the greater financial strain respondents perceived, the shorter length of parental leave they expected to take when they considered money not earned while on leave ($r = -0.150$, $N = 245$, $p < 0.019$).

Expected Length of Parental Leave and Perceived Promotion Costs

In Hypothesis 12 the notion was advanced that respondents' expected length of parental leave decreased as perceived promotion costs increased due to taking parental leave. That is, the more the respondent perceived a reduction in his or her promotion chances, the less parental leave he or she expected to take when considering the limitations on chances of getting a promotion due to taking parental leave. As predicted, this relationship existed ($r = -0.282$, $N = 228$, $p < 0.0001$).

Family Values and Opinions Regarding Parental Leave Benefits

In addition to the above correlations, it was hypothesized that scores on the Family Values Scale were positively related to opinions regarding parental leave benefits. Specifically, it was hypothesized (Hypothesis 13a) that as scores on the Family Values Scale increased, so did reported agreement that non-monetary parental leave benefits should be offered to mothers; and, it was hypothesized (Hypothesis

13b) that as scores on the Family Values Scale increased, so did reported agreement that non-monetary parental leave benefits should be offered to fathers.

The results supported both of the above hypotheses. As scores on the Family Values Scale increased, so did agreement that mothers should be offered non-monetary parental leave benefits ($r = 0.275$, $N = 240$, $p < 0.0001$). Also as predicted, as scores on the Family Values Scale increased, so did agreement that fathers should be offered non-monetary parental leave benefits ($r = 0.265$, $N = 240$, $p < 0.0001$). Although not predicted, scores on the Family Values Scale correlated significantly with agreement that mothers should be offered paid parental leave ($r = 0.198$, $N = 239$, $p < 0.002$) and with agreement that fathers should be offered paid parental leave ($r = 0.229$, $N = 239$, $p < 0.0004$).

Perceived Monetary Cost and Expected Length of Parental Leave for Males

It was proposed that when compared with men not in dual-career couples, expected length of parental leave of men in dual-career couples would be less affected by the perceived monetary cost of taking parental leave. A new variable was created to gauge expected length of parental leave. For this hypothesis, the dependent variable was the difference between expected length of parental leave if the man could do whatever he wanted and if he considered money not earned while on leave. The independent variables were perceived monetary cost of taking parental leave and membership (or lack thereof) in a dual-career couple.

The results for Hypothesis 14 indicated that there was no significant interaction effect between perceived monetary cost of taking parental leave and being a male

member of a dual-career couple on expected length of parental leave. The interaction effect was: $F = 1.03$; $n = 100$; $p < 0.313$).

Perceived Limitations on Promotions Chances and Expected Length of Parental Leave for Females

It was proposed that when compared with non-career women, expected length of parental leave of career women would be more affected by the perceived promotion cost of taking parental leave. A new variable was created to gauge the expected length of parental leave. For this hypothesis, the dependent variable was the difference between expected length of parental leave if the woman could do whatever she wanted and if she considered possible limitations on her chances of getting a promotion. The independent variables were perceived promotion cost of taking parental leave and career status (career woman / non-career woman).

The results for Hypothesis 15 showed that no significant interaction existed between perceived promotion cost of taking parental leave and being a career woman on expected length of parental leave. The interaction effect was: ($F = 1.64$; $n = 136$; $p < 0.203$).

Results of Research Questions

General Opinions Regarding Which Parental Leave Benefits Should Be Offered

Without prior literature as a guide, several exploratory questions were posed regarding opinions about parental leave benefits. Results of these opinions are listed

in Table 16. As can be seen, respondents were generally in favor of having parental leave benefits available to both men and women.

Costliness of Providing Parental Leave Benefits

Also of interest, was how costly respondents thought it was to provide parental leave benefits. Respondents were asked two questions -- one which dealt with the cost of providing unpaid parental leave; the other dealt with the cost of providing paid parental leave. The results showed that the respondents slightly disagreed when asked if providing unpaid parental leave is costly (mean = 2.68, N = 247). However, these same respondents slightly agreed with the statement that providing paid parental leave is costly (mean = 3.69, N = 247).

Expected Length of Parental Leave if Unpaid Parental Leave Were Offered

Since most proposed legislation on the subject of parental leave calls for mandatory unpaid parental leave, expected length of parental leave if unpaid leave were offered was of great interest. To estimate the change of employee behavior given the benefit of unpaid parental leave, the researcher compared respondents' expected length of parental leave considering the present policies and practices of their employers with expected length of parental leave if unpaid parental leave were offered. Also, of interest was how long a parental leave the respondents thought other men and women take considering the present policies and practices of most organizations and if organizations offered unpaid parental leave (see Table 17).

Table 16. Respondents' Opinions Regarding Which Parental Leave Benefits Should Be Offered

Variable	Mean*	N
Mothers should be offered paid parental leave	3.93	248
Fathers should be offered paid parental leave	3.51	248
If paid parental leave is not offered:		
Mothers should be offered unpaid parental leave	4.49	247
Fathers should be offered unpaid parental leave	4.21	247
When returning from parental leave:		
Women should be allowed to work part-time if they wish	3.97	248
Men should be allowed to work part-time if they wish	3.64	247
Women should be guaranteed some type of job	4.26	248
Men should be guaranteed some type of job	4.17	248
Women should receive their old jobs or ones of equal status	4.30	248
Men should receive their old jobs or ones of equal status	4.16	248

* The scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Note: No hypotheses were made regarding these means - the findings were exploratory in nature.

Table 17. Respondents' Expected Length of Parental Leave For Self and Others When Considering Current Organizational Parental Leave Policies and Practices Compared with the Possibility of Being Offered Unpaid Parental Leave

Variable	Mean** Difference	N	t	Prob|t|
Expected difference in length of parental leave between present organizational policies and if unpaid leave were offered:				
Female respondents	0.174	144	2.31	0.023*
Male respondents	-0.031	98	-0.36	0.720
Other women in general	0.215	247	5.05	0.0001*
Other men in general	-0.008	247	-0.19	0.8478

* Statistically Significant

** A positive mean difference indicates that respondents expected to take shorter parental leave if unpaid leave were offered as compared with current organizational parental leave policies and practices.

Note: There were no hypotheses associated with these findings - they were exploratory in nature.

The results of comparing expected length of parental leave under current conditions with a situation of unpaid parental leave being offered indicated some significant differences. If unpaid parental leave were offered, female respondents expected to take a significantly shorter parental leave than they expected to take considering present policies and practices where they worked ($t = 2.31$; $n = 144$; $p < 0.023$). Additionally, respondents reported that they expected working women to take significantly shorter parental leave if unpaid parental leave were offered versus the policies and practices of most organizations ($t = 5.05$; $N = 247$; $p < 0.0001$). With regard to expected length of parental leave for male respondents and other working men, offering unpaid parental leave did not appear to have an effect.

Correlations Among Survey Scales and Expected Length of Parental Leave

The final area of inquiry was to see if particular survey scales were correlated and if any of the scales were correlated with expected length of parental leave. As Table 18 shows, correlations among the scales were as follows: Organizational Commitment was positively correlated with Work Values ($r = 0.319$, $N = 241$, $p < 0.0001$); Organizational Commitment was positively correlated with Family Values ($r = 0.163$, $N = 238$, $p < 0.012$); Work Values were negatively correlated with Family Values ($r = -0.141$, $N = 241$, $p < 0.029$); and, Organizational Commitment was positively correlated with Fathers Should Be Offered Non-Monetary Parental Leave Benefits ($r = 0.226$, $N = 245$, $p < 0.004$). See Appendix D for a correlation matrix of all of the scales used in the questionnaire.

Table 18. Correlations Among Survey Scales

Variables*			correlation/ probability/ sample size		
	PL_Moth	PL_Fath	Org_Com	Fam_Val	Work_Val
PL_Moth	1.00000	0.74419	0.10108	0.27479	-0.08683
	0.0000	0.0001	0.1145	0.0001	0.1773
	248	248	245	240	243
PL_Fath		1.00000	**0.22616**	0.26527	0.03566
	----	0.0000	**0.0004**	0.0001	0.5801
		248	**245**	240	243
Org_Com			1.00000	**0.16340**	**0.31947**
	----	----	0.0000	**0.0116**	**0.0001**
			246	**238**	**241**
Fam_Val				1.00000	**-0.14110**
	----	----	----	0.0000	**0.0285**
				241	**241**
Work_Val					1.00000
	----	----	----	----	0.0000
					244

*PL_Moth - Mothers should be offered non-monetary parental leave benefits
PL_Fath - Fathers should be offered non-monetary parental leave benefits
Org_Com - Organizational Commitment
Fam_Val - Family Values
Work_Val - Work Values

Note: There were no hypotheses associated with these findings - they were exploratory in nature.

The correlations of note between survey scales and expected length of parental leave were the following: Family Values were positively correlated with expected length of parental leave considering possible limitations on chances of getting a promotion ($r = 0.178$, $N = 232$, $p < 0.007$); and, Work Values were negatively correlated with expected length of parental leave if paid parental leave were offered ($r = -0.140$, $N = 241$, $p < 0.030$). For a detailed look at the correlations among each questionnaire item, see Appendix E.

Broad Summary of Results

Agreement with Providing Parental Leave Benefits

* Most respondents agreed that women (and to a lesser extent men) should receive some form of parental leave (paid or unpaid).
* Respondents who intended to have children in the future strongly agreed that men and women should receive parental leave benefits.
* Scores on the Family Values Scale correlated with agreement to offering parental leave benefits. That is, as scores on the Family Values Scale increased, so did agreement that parental leave benefits should be offered to men and women.

Perceived Consequences of Taking Parental Leave

* Respondents thought that men would suffer more than women if they were to take parental leave. That is, compared with women, taking parental leave was

thought to hurt promotion chances more and reflect lower organizational commitment for men.

* Career women felt that women would suffer negative organizational consequences if they were to take parental leave. However, male respondents reported that women would NOT suffer negative organizational consequences as a result of taking parental leave.

* In general, respondents neither agreed nor disagreed that parental leave benefits would be costly for organizations to provide.

Expected Length of Parental Leave

* On the average, women expected to take 2 to 3 months parental leave; whereas, men expected to take only 1 to 2 weeks parental leave.

* Men whose female partner had a career expected to take longer parental leave than men whose female partner did not have a career.

* If unpaid parental leave were offered, respondents reported that they would expect to take NO MORE parental leave than they would expect to take under current organizational policies. This finding is interesting when one considers how many respondents were unaware of their organizations' policies. Nearly 30 percent of the respondents were unaware of their organizations' parental leave policies for women; and, just under 70 percent of the respondents were unaware of their organizations' parental leave policies for men.

Effect of Being Part of a Dual-Career Couple

* Members of dual-career couples were more in favor of unpaid parental leave than respondents who were not part of dual-career couples.

* Men and women in dual-career couples expected to take longer parental leave than their non-dual-career couple counterparts when they considered money not earned while on leave. This effect held even when family income was taken into account.

CHAPTER IV

DISCUSSION

The main impetus for this study was the researcher's view that attitudes toward work and family were changing in the United States. It was presumed that American workers were seeking more balance between work and family. Men, in particular, seemed to desire more time with their families. The executive recruiting firm, Robert Half International, surveyed 500 executive males and found that 50 percent would forego a quarter of their salary if it meant more family time. Additionally, 45 percent of the men surveyed said they would pass up a promotion if the promotion would lead to less family time (Trost & Hymowitz, 1990). It was further presumed that working women also wanted and needed more family time. This was because women, traditionally the primary care-givers, were more likely than ever before to have jobs or careers.

Upon further study, it seemed that American organizations were not adjusting quickly enough to meet the family needs of their employees. With the increasing number of women in the workforce, workers needed more family oriented benefits. One such benefit to accommodate working women and dual-earner couples was thought to be parental leave. Parental leave would allow one or both members of a couple time off from work in order to care for a newborn child. Adding to the researcher's interest in parental leave was subsequent political attention given to the issue. Congress proposed a bill which would have required many employers to offer

unpaid parental leave. Although the federal legislation did not become law, some states have been enacting laws similar to the proposed federal bill. This researcher was interested in how workers felt about parental leave and/or if it should be offered to them.

Many of the hypotheses in this study were formulated to test differential responses of the work population to questions about parental leave. It was acknowledged that not everyone would agree or disagree that parental leave should be offered. Further, selected categories of people (e.g. dual-career couples) might differ on whether or not parental leave benefits were appropriate for mothers or fathers. If organizations and/or government are interested in implementing parental leave policies, then it may help to know some response tendencies indicative of the concerns and desires of different segments of the workforce.

From the data gathered, the results supported most of the hypotheses presented in this research. However, statistically significant effects were not found for other hypotheses. In addition, several research questions were posed for which no literature or theory was cited to help determine how particular questionnaire items would be answered. Instead, the researcher was merely interested in several areas which may be of practical significance to organizations and government. The results of these research questions are also presented in the following discussion.



Interpreting the Results

Recall that the sample for this research was a sample of convenience. Although there was no deliberate attempt by the researcher to bias the sample, one must be careful about generalizing results from the non-random sample to the population at large. Being sensitive to the issue of generalizability, the researcher sought some form of comparison data in order to see if the data used in this research were relatively "normal." Fortunately, a colleague at a large international firm was conducting some research which included questions about personal and parental leave. The colleague's research also gathered information about the respondents' occupations and the occupation of the respondents' spouses or partners. For comparison purposes, results from both surveys will be presented when the nature of the questions corresponds appropriately.

The data used for comparison were obtained from a random sample of the firm's workforce. The sample included about 5000 employees (70% male, 30% female) and I was told that the response rate was in excess of sixty percent. For discussion purposes, the comparison data will be said to come from Company X.

Who Has Taken Parental Leave?

Very few respondents had actually taken parental leave in the past. Only a third of the respondents with children reported taking parental leave (almost all were female). This figure is in sharp contrast to the seventy-five percent of respondents who said they *expected* to take at least 1 to 5 weeks parental leave (over 50% expected to take at least 5 to 12 weeks) when they consider the current policies and

practices where they work. At Company X, only 1 percent of males and 20 percent of females had taken parental leave (lower percentages than the present sample are likely due to the inclusion of childless respondents at Company X). Yet, approximately 17 percent of males and 75 percent of females at Company X said they would be "Likely" or "Very Likely" to take parental leave in the future.

Obviously, there is a great disparity between how much parental leave respondents have actually taken and how much they expect to take in the future. This disparity is understandable when we realize that the concept of parental leave as a benefit is a relatively new one in the United States. Over the past few decades there has been a steady increase in the number of working women and increasingly more dual-earner couples. Not surprisingly, a worker's desire to care for a newborn child is more likely than ever before to conflict with a work schedule. As a result, parental leave has been offered by many companies, mandated by some states, and has been given quite a bit of media attention during the past year or two. Thus, workers are more aware of parental leave, need it more, and are willing to take it.

Career/Non-Career Women and Parental Leave

When aggregating the attitudes or opinions of any group of people, we must be careful not to assume that all members of a group think alike. The responses of career and non-career women overlapped quite a bit as did the responses of males and females, etc. Grouping people simply helped the researcher more fully understand the data.

In general, women are more likely than men to take parental leave. However, this is not to say that *all* women are the same. One distinction made in this research was on the basis of employment being perceived as either a career or a job. Certain differences were hypothesized to exist among these two groups of women. First of all, Census information suggested that career women would have fewer children than non-career women and be older when they had their first child. In the present sample, career women did have significantly fewer children than non-career women; however, they were approximately the same age as their non-career women counterparts when they had their first child.

Of more interest was how did these women differ on their attitudes toward work and parental leave. Career women reported a higher level of Work Values than non-career women, but not a higher level of Organizational Commitment. One would expect career women to value work more than non-career women. Career women have likely invested more time and money in an education and likely have higher paying positions than non-career women. Therefore, work was likely to be more important to career women and probably more rewarding than to non-career women. Whereas work seemed more important to career women than non-career women, commitment to their organizations did not. Perhaps, for career women the venue is less important than the work itself.

Since work seemed to be more important to career women versus non-career women, it was thought that when considering possible limitations on promotions,

career women would expect to take shorter parental leave than non-career women. In this study, no such difference was found.

The career/job status of the female partner also appeared to be related to the expected amount of parental leave for the male member of the couple. When the female had a career, money not earned due to taking parental leave was not as big an issue for males in the couple. These males expected and were expected by their spouses/partners to take more parental leave than if the female member of the pair did not have a career (see Table 9). Aside from merely the monetary issue, men whose spouses/partners had careers also reported that they *wanted* to take more parental leave than men whose spouses/partners did not have careers. It may be, as Sekaran (1986) suggested, that men with career women partners have a different outlook on their parental responsibilities as compared with a traditional view that parenting is mostly a female duty.

Women, Men, and Parental Leave

A mother is still more likely than a father to take time off from work after a baby is born. On average, women reported that they expected to take between two and three months parental leave; whereas, men expected to take only a week or two after the birth of their child. A variety of reasons may have accounted for this difference. First of all, women may need time to physically recover from giving birth -- especially if a surgical procedure such as a Caesarian was performed. Second, if the parents chose to breast feed the child, only the mother could do that. Third, societal traditions still favored the mother as the primary care-giver.

Given the above reasons why women expected to take more parental leave than men, it is not surprising that the respondents in this sample were more in favor of women receiving paid and non-monetary (i.e. unpaid leave, option of part-time work, returning to same or equal job) parental leave benefits than men. Agreeing more strongly that women should receive parental leave benefits compared with men is consistent with the "need" component of Justice Theories (Grover, 1991). Even so, the respondents were not *against* parental leave benefits for men. In fact, the respondents strongly agreed that fathers should be offered unpaid parental leave and receive either their old jobs or one of equal status upon their return from parental leave. Although not as strongly, the respondents also tended to agree that fathers should be offered paid parental leave and should be allowed to work part-time upon their return if they chose to do so.

Even though the respondents agreed that fathers should be offered parental leave benefits, the reality was that they also believed that men would face more negative organizational consequences than women if they were to take parental leave. This notion that taking parental leave is more damaging for a man than a woman is consistent with current articles stating that a man taking parental leave is exhibiting "wimp-like" behavior (Overholsor, 1988).

What about working women? Will they face negative organizational consequences if they take parental leave? It may depend on who you ask. It appeared that career men and career women had slightly different views on how taking parental leave affects how a working woman is perceived. Neither career men

nor career women were sure how taking parental leave would affect a woman's chance of getting future promotions. However, career men tended to disagree more than career women that management would think a woman taking parental leave was not committed to her job. Whether real or imagined, career women were less optimistic than career men that management would not look down upon women for taking parental leave.

An unexpected difference between career women and career men was with regard to non-monetary parental leave benefits for fathers (e.g. being guaranteed a job upon returning from parental leave). Career women agreed significantly stronger than career men that fathers should be offered non-monetary parental leave benefits. Career men, more than career women, may have believed that childcare is the responsibility of the mother. Or, maybe career women would like more help with the care of a newborn, and thus, they wanted fathers to be offered parental leave benefits. Whatever the reason(s), career men agreed less than any other segment of the research sample that fathers should be offered non-monetary parental leave benefits.

Dual-Career Couples and Parental Leave

Dual-career couples are a special and growing segment of the workforce. They are thought to be exploring new boundaries with regard to roles men and women play in society. Throughout the United State's history, there have been powerful and influential women; however, they were the rare exception to the rule. Today, there are increasingly more educated and ambitious women who are climbing the corporate ladder. These women are also getting married and having families --

generally with career men. These dual-career couples have few role models and are facing problems not commonly faced in the past. They are also redefining the division of labor at home. Although the average dual-career couple falls short of egalitarianism (Sekaran, 1986), home responsibilities do appear to be more equally divided than in non-dual-career couple homes. In addition, dual-career couples in this sample tended to be more affluent that non-dual-career couples. Thus, dual-career couples were less likely to be concerned with the financial cost of taking parental leave.

As expected, compared with non-dual-career couples, dual-career couples agreed more strongly that both mothers and fathers should be offered non-monetary parental leave benefits. Also, compared with their non-dual-career couple counterparts, both male and female members of dual-career couples expected to take longer parental leave when considering money not earned while on leave and in the case of unpaid parental leave being offered. Some of the reasons for these results are suggested below.

Members of dual-career couples were more inclined to think that a father *should* have childcare responsibilities. Thus, fathers should be offered non-monetary parental leave benefits. In addition, with money not as big an issue for dual-career couples, both the male and the female members of dual-career couples expected to take lengthier parental leave than their non-dual-career couple counterparts. Career pairs at Company X also reported a greater likelihood to take parental leave when

compared with other categories of Company X's workforce (36% versus 23% said they would be likely or very likely to take parental leave).

Money alone, however, did not entirely explain the differences in expected length of parental leave. After using income as a covariate, being a member of a dual-career couple was still significantly related to expected length of parental leave considering money not earned while on parental leave and if the parental leave was unpaid. A possible explanation for this enduring "dual-career couple" effect is that dual-career couples tend to rely less on relatives for childcare than other couples (Catalyst, 1981). Therefore, regardless of the monetary cost, dual-career couples will still expect to take more parental leave than other couples in order to care for their babies.

Promotion Cost, Monetary Cost, and Parental Leave

Perceived promotion cost and monetary cost were negatively related to expected length of parental leave. These results were consistent with the Expectancy Theory of motivation (Campbell & Pritchard, 1976). That is, as negative consequences are anticipated to follow particular behaviors, then those behaviors are less likely exhibited. In this research, the negative consequences were: perceived financial strain, and the hurting of chances to get future promotions. The more respondents perceived parental leave as leading to those negative consequences, the shorter the parental leave they expected to take if they were to have a child.

Hypothesized, but not found, was that men in dual-career couples would be less affected by perceived monetary cost than men not in dual career couples. Again,

it was thought that there was something about being in a dual-career couple such that dual-career couple men would be so interested in taking parental leave that monetary cost would affect them less than men not in dual-career couples. Statistically, the interaction effect was not significant ($p < 0.313$). Perhaps perceived monetary cost of taking parental leave were such an overriding concern that it obscured the dual-career couple issue.

It was also thought that career women would be more affected by perceived promotion cost than non-career women. As discussed earlier, career women have likely invested more time and money into their work than non-career women. Thus, expected length of parental leave for career women would be more influenced by perceived promotion cost than non-career women. Statistically, the effect was not significant ($p < 0.203$). It is possible that the parenting responsibility dwarfed the concerns of potential promotion cost.

Family and Parental Leave

Certain people tend to value the "family" more than other people. In order to gauge how much respondents valued the family, a Family Values Scale was created for this study. A check of psychometric properties helped ensure reliability of the scale, but validity concerns still existed. If, in fact, the Family Values Scale was measuring how much respondents valued family, then one might expect that the more people valued the family, the more favorable attitudes they would have toward parental leave benefits. This relationship was found -- as scores on the Family Values Scales increased so did favorable opinions toward parental leave benefits. Positive

correlations were found between scores of the Family Values Scale and favorable opinions about each of the following: Non-monetary parental leave benefits for both mothers and fathers; and, paid parental leave benefits for both mothers and fathers. These findings are suggestive that the Family Values Scale was valid as well as reliable.

Also examined was the connection between intention to have children in the future and opinions toward parental leave benefits. Consistent with the egocentric bias (Greenberg, 1981), intention to have children in the future was positively related to favorable attitudes toward parental leave benefits. That is, respondents were more in favor of parental leave benefits if they thought that they might actually use the benefits. If the respondent personally identified with the need for parental leave benefits, then that respondent was more likely to favor that benefit than someone who did not expect to ever use or need parental leave. Specifically, positive correlations were found between intention to have children in the future and favorable attitudes about each of the following: Paid parental leave for both mothers and fathers; and, non-monetary parental leave benefits for both mothers and fathers.

A post hoc finding of interest was also found regarding intention to have children in the future. Compared with respondents intending to have children in the future, respondents not intending to have children in the future were more likely to agree that due to taking parental leave, fathers would face negative organizational consequences. Perhaps it was wishful thinking on the part of respondents intending to have children in the future that males taking parental leave would not face negative

organizational consequences. Also noted, though, was that respondents intending to have children in the future tended to be younger than those not intending to have children in the future. Young and old people may have had similar opinions about women and parental leave, but they differed when it came to men. The idea of a man taking parental leave was a relatively new one thus younger people might have been more accepting of it. If so, it is possible the age of the respondent affected the perception that if men were to take parental leave they would face negative consequences.

Expected Length of Parental Leave and Organizational Cost

The following discussion is about three of the research questions posed in this study. No hypotheses were formulated or tested about the relationships mentioned; rather, interpretation of these results was done entirely post hoc.

Respondents reported that they were in slight agreement that it was costly for organizations to provide paid parental leave. In addition, respondents reported that they slightly disagreed that it was costly for organizations to provide unpaid parental leave. Not surprisingly, offering paid parental leave was thought to cost an organization more than offering unpaid parental leave. Granted, these were respondent perceptions and did not necessarily reflect fact. Nevertheless, worker perceptions **are** important. Legislators should be sensitive to these worker perceptions before they mandate benefits. Otherwise, their constituents might punish them in the next election. If, in fact, offering parental leave (paid or unpaid) would

not be very costly to organizations, then the public needs to be educated to that fact as well.

Contributing to the costliness of offering unpaid parental leave would be the expected use of unpaid parental leave. If many workers planned on utilizing unpaid parental leave benefits, then the program might cost organizations a considerable amount of money. If, however, most workers did not plan on using unpaid parental leave benefits, then the cost of offering unpaid parental leave would be minimal. In this sample, the respondents reported that if their organizations offered unpaid parental leave, it would have virtually no impact on their expected time off from work if they were to have a child. Although about a third of the respondents did not know if their organizations provided parental leave benefits, the prospect of having unpaid parental leave offered did not increase expected use of parental leave over present benefits.

Some respondents commented that they assumed unpaid parental leave would be available and that they did not think of it as a benefit. Other respondents stated that they would like to take a long parental leave, but that they could not afford it financially. In any case, the prospect of being offered unpaid parental leave did not seem to affect expected behavior of the respondents. If this result is generalizable to the entire working population, then much of the debate over parental leave laws is moot. If actual time off from work after the birth of a child would not increase if unpaid parental leave were offered then why not offer it? There may be isolated cases where the benefit would be truly appreciated or abused. But overall, offering

unpaid parental leave would have almost no effect on missed days of work, training costs, costs for temporary help, overtime, production, etc.

Finally, correlations among survey scales were examined. There were some interesting and surprising relationships among the survey scales. The two work related scales, Organizational Commitment and Work Values, were positively correlated. The seemingly antithetical scales, Work Values and Family Values, were negatively correlated. Surprisingly, though, Organizational Commitment was positively correlated with Family Values. Perhaps people with strong family values also view their organization as their "family."

Family Values were positively correlated with expected length of parental leave when considering possible limitations on the chance of getting a promotion. Perhaps people with strong family values worry more about their family duties than future consequences at work. They may simply do what they think is right at the time and let whatever happens happen. Lastly, Work Values were negatively correlated with expected length of parental leave if paid parental leave were offered. Maybe people with high work values are not as interested in getting whatever money they can get from their employers. To them, the prospect of getting paid time away from work was not as enticing as it was to people with lower work values.

Other Possible Factors and Constructs

Although not directly part of this research or part of the research questionnaire, there are other organizational factors and psychological constructs which might influence people's opinions and behaviors with regard to parental leave.

Organizational Climate might affect how much parental leave is actually taken by the members of an organization. For instance, imagine two organizations with identical written policies regarding parental leave. If one organization, more than the other, has been supportive of family events and has previously encouraged its members to do what is best for themselves, then people in the first organization may be more likely to take longer parental leave than people in the second organization. In addition, the construct of job satisfaction may be related to actual length of parental leave. If members of an organization are highly satisfied with their jobs, then it is possible that they would take shorter parental leave than individuals not very satisfied with their jobs. The reasoning for this possible correlation is that satisfied workers would likely want to come back to work sooner that unsatisfied workers.

The Protestant Work Ethic may be another component affecting opinions toward parental leave and actual length of parental leave. People high in the Protestant Work Ethic may think that it is innappropriate or wrong to take lengthy parental leave. Thus, a negative correlation may exist between opinions toward and length of parental leave with scores on a Protestant Work Ethic scale. Sex role orientation may also be a factor affecting expected length of parental leave and attitudes toward the appropriateness of parental leave for both males and females. It is possible that people expressing more "feminine" or "androgynous" traits would be more in favor of offering parental leave benefits to men. Further, these same people may be more interested in taking parental leave themselves.

Practical Implications

The findings have practical implications for researchers, practitioners, and government. Researchers may be interested in exploring the theoretical links among Organizational Commitment, Family Values, and other scales. In addition, researchers may be interested in how certain personal values and demographics affect perceived consequences of taking parental leave and the appropriateness of offering parental leave benefits.

Practitioners may wish to note many of the results of this research before implementing parental leave or other benefits. On the surface, most respondents agreed that parental leave benefits should be offered to both mothers and fathers. At the same time, respondents reported that they would not take any more time off work if they were offered unpaid parental leave as compared with what their organizations already offered. If this is true for an organization wanting to offer unpaid parental leave, but unsure about the financial cost, the presented results should be encouraging. As a caution, Grover (1991) cites the potential for trouble if some employees think it is unfair to offer parental leave benefits because they do not plan on using it. Care should also be given to educate the workforce so that they know the realities of offering certain benefits -- how much they cost, who uses them, possible alternatives, etc. Practitioners may also want to note who or what groups of people are most interested in parental leave benefits. If an organization is having difficulty attracting young professionals, then it may be advantageous to offer parental leave as part of a benefits package. In the present sample and at Company X, members of

dual-career couples reported a greater likelihood of using parental leave as compared with other segments of the workforce. Parental leave may be a cost-effective way to attract young professionals. Further, this researcher was surprised by the large number of respondents who did not know what parental leave benefits their organizations offered. Human resource specialists may need to better educate their organizations' employees. If employees do not know what parental leave benefits they have, it is possible that they do not know about other benefits as well.

With all of the debate over the Family Leave Bill, federal and state governments may interested in the present study. Indications are that mandating unpaid parental leave will not cause any fundamental shift in the average number of days people are absent from the workplace. A law similar to the Family Leave Bill may simply send a symbolic message to employers and families alike that the government is sensitive to how difficult it is to balance work and family. In addition, the federal government may want to act on parental leave before the issue is moot. In 1990, thirty states had proposed some form of parental leave legislation (Lewin, 1990). With the United States and South Africa as the only industrialized countries without national parental leave policies, the federal government may be perceived as slow and unresponsive to the needs of the people. Granted, unpaid parental leave falls far short of the needs of many people, but it would seem an easy and safe step for the government to take.

Future Directions for Research

This research gathered information about employees attitudes and opinions toward parental leave. Did people think it should be offered, how much did they expect to take, etc.? Attitudinal scales were also used to provide correlational data with regard to opinions about parental leave and expected usage.

What we do not know is how important parental leave is to employees. Future research may be aimed at finding out how much is parental leave "worth" to prospective employees. That is, other things being equal, how will parental leave benefits compare with other benefits such as dental, daycare, etc.? What about money -- would respondents accept a slightly lower salary to join an organization which offered parental leave benefits over an organization offering a slightly higher salary but no parental leave benefits?

If, as found in this study, Organizational Commitment and Family Values are positively correlated, will parental leave attract more "committed" employees? Will employees perceive their organization to care about them and become more committed? There may be other hidden benefits to organizations that offer parental leave benefits as well. If an organization is well known for being "people oriented", consumers may have positive perceptions of the organization and reward it with their business.

Lastly, it would be of interest to examine how closely related employees expected behaviors are with their actual behaviors. In the present study, respondents reported how much parental leave they expected to take in the future. A longitudinal

study may help establish the validity of respondents' expectations with regard to parental leave.

Limitations

The implications of this study are obviously restricted by its limitations. As mentioned earlier, this study was correlational; thus, causality cannot be inferred. We have information about the opinions and attitudes of a sample of workers, but we really do not know why they think the way they do. We also have learned something about the opinions and attitudes of *the people in this sample*. Since this was a sample of convenience and not random, there are serious questions about generalizability. It is unknown whether or not the responses in this study are typical of the population at large. To help establish the "normality" of the current sample, comparisons were made (when possible) to a sample of employees at a large international firm (Company X). The two samples were not noticeably dissimilar. However, employees at Company X may not be representative of the workforce population either.

This research was conducted in a professional and conscientious manner. Yet, being a doctoral student had a limiting effect. Financially, this study was restricted to relatively few respondents (N = 249). In addition, it was difficult to gain access into organizations. Several friends and acquaintances were invaluable, but sampling was haphazard. I never knew to whom the questionnaires were being distributed or what the prospective respondents were being told. Each respondent received a cover letter,

a questionnaire, and a business reply envelope, but that was the extent of my control over the eventual sample.

The final limitation was with respect to the validity of the questionnaire and scales within the questionnaire. First, we must recognize the short-term nature of the research. The questionnaire was given just one time to each respondent and they were asked to report attitudes, opinions, and *expectations* of behaviors. If behaviors could have been verified at some later date, the validity of the of the questionnaire would have been enhanced. In addition, several scales were formed exclusively for this study. Although some of the obtained results provide support for these scales, their validity may still be in doubt. Again, future behaviors and other measures would help strengthen a claim of validity.

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APPENDICES

APPENDIX A

PILOT STUDY

The pilot study was conducted for several reasons. The researcher needed to check the reliability of the scales used in the questionnaire and to have the questionnaire critiqued by the respondents. A number of changes were made in the questionnaire as a result of the information given by the respondents.

Method

A sample of 24 full-time and part-time workers were asked to fill out the Parental Leave Benefits Questionnaire and a "Comments" sheet. The respondents, 9 male and 15 female, were school teachers and University of Tennessee students who had jobs.

Respondents were told the purpose of their participation and asked to note any items that they had difficulty understanding. In addition, the respondents were assured that the answers on their questionnaires would be kept strictly confidential.

Results

Table 19 lists the mean, standard deviation, and Cronbach α for each of the scales used in the study. Several of these items were subsequently reworded, but the essential meaning of the items remained the same.

Changes Based on Pilot Study (see Appendix B for final draft of the questionnaire)

The items requesting demographic information remained virtually unchanged in the final draft of the questionnaire. However, some of the instructions for each

Table 19. Means, Standard Deviations, and Reliability Coefficients for Pilot Questionnaire Scales

Scale	Mean	Standard Deviation	Cronbach's Alpha (α)
Expected Consequences for Women Taking Parental Leave	2.41	0.85	0.75
Expected Consequences for Men Taking Parental Leave	3.30	1.01	0.76
Opinions About Non-Monetary Parental Leave Benefits to Offer Women	3.94	0.53	0.76
Opinions About Non-Monetary Parental Leave Benefits to Offer Men	3.43	0.80	0.81
Organizational Commitment	3.32	0.81	0.92
Work Values	3.23	0.84	0.93
Family Values	4.25	0.73	0.92

Note: Scale ranged from 1 to 5. Higher numbers indicated: more negative consequences resulting from taking parental leave; more favorable opinions about offering parental leave benefits; increased organizational commitment; higher work values; and higher family values.

section were modified. Several respondents stated that the instructions before each section of the questionnaire were redundant. Thus, the instructions were shortened as much as possible without sacrificing clarity and completeness.

In the section requesting information about organizational policies regarding parental leave, several respondents were unsure what it meant if they left spaces blank. So, next to the instruction "CHECK ALL THAT APPLY", the phrase "items left blank mean 'NO'" was added.

As an overall impression of the questionnaire, one respondent expressed a concern that the questionnaire was biased toward favoring parental leave. This respondent felt that the monetary consequences faced by an organization providing parental leave should be taken into account. In response to this concern, two questions were added. These questions asked respondents for their perceptions of how costly it would be for organizations to provide unpaid and paid parental leave, respectively. None of the 249 respondents of the actual study expressed a concern that the research was biased in favor of organizations providing parental leave benefits.

Another difficulty occurred with four questions about whether or not organizations *should* offer unpaid and paid to mothers and fathers. The intent was for respondents to consider paid parental leave a step beyond unpaid parental leave. That is, if a respondent circled "disagree" when asked if organizations should offer unpaid parental leave; then, it was expected by the researcher that the respondent would circle "disagree" or "strongly disagree" when asked if organizations should offer paid

parental leave. However, some respondents thought that they were being asked to choose between paid and unpaid parental leave. If some respondents felt strongly that organizations should offer paid parental leave, then they disagreed that organizations should offer unpaid parental leave.

In order to more clearly let respondents know that they did not have to choose between paid and unpaid parental leave for mothers and fathers, the items were changed in the following way. Respondents were first asked if they believed that mothers and fathers should be offered paid parental leave, respectively. Then, "If paid parental leave is not offered, I believe that:" preceded the questions asking respondents if they believed that mothers and fathers should be offered unpaid parental leave.

Questions regarding the expected length of parental leave remained virtually the same; however, the choices of the answers were modified. The pilot instrument provided the following choices: zero days, a few days, 6 to 8 weeks, 3 to 6 months, and 6 months or more. There were two problems with these choices. One, nobody ever chose "zero days." Two, some respondents noted that they would expect to take more than a few days but not six weeks. The problem here is that the set of response choices is discontinuous. To correct these problems, the set of response choices was changed to: zero days to 1 week, 1 to 5 weeks, 5 to 12 weeks, 3 to 6 months, and 6 months or more.

APPENDIX B

Dear Participant:

Many organizations and U.S. Congress are now debating the Parental Leave Issue. Parental Leave is defined as time allowed off from work so that a mother and/or father may care for his or her newborn child. At issue is whether or not organizations should be required to provide parental leave. If so, what type of parental leave should organizations offer their employees?

As a Ph.D. candidate at the University of Tennessee, Knoxville, I have chosen to examine the attitudes and opinions of **working people** with regard to parental leave. The results of this questionnaire will be the basis of my dissertation. In addition, all materials will be kept strictly confidential and reported only in summary form. Thus, please do not put your name anywhere on your completed questionnaire.

I would greatly appreciate your filling out the questionnaire, but participation in this research is entirely voluntary. The questionnaire takes only **twenty minutes** or less to complete, but you are not required to finish filling out the questionnaire once you have started. When you do send the completed questionnaire back to me, this means you are allowing me to use the information on your questionnaire as part of my research.

Should you choose to participate and you are presently working either full-time or part-time, please follow the instructions on the questionnaire and fill it out. When you are done, use the **postage-paid**, business reply envelope to send the questionnaire back to me. If you are not presently working or do not choose to participate, please pass along all these materials to a friend or family member.

If you have any questions or concerns, you may call or write me at: 408 Stokely Management Center / Knoxville, TN 37996-0545 / (615) 974-3161. Thank you very much for your help.

Sincerely,

Joseph Lesher

Parental Leave Benefits Questionnaire

To participate, you must be Employed either Full or Part-time. For the following items, please Check OR Fill-in the Appropriate Blanks. All information is strictly confidential and will only be reported in summary form. Thank you for your help.

Gender: ___ Male ___ Female

Age: ___

Present Marital Status:

___ Never Married ___ Married ___ Divorced

___ Unmarried Live-in Partner (hereafter referred to as "Partner") ___ Separated ___ Widowed

Children Living in Your Household:

How many?_____ Age of youngest child_____ Age of oldest child_____

Do you plan to have any more children? ___ Yes ___ No

If you do not have children, do you intend to have any? ___ Yes ___ No

Annual Earnings:

Your's	(if applicable) Spouse or Partner's	Total
___ less than $15,000	___ less than $15,000	___ less than $30,000
___ $15,000 - $24,999	___ $15,000 - $24,999	___ $30,000 - $39,999
___ $25,000 - $34,999	___ $25,000 - $34,999	___ $40,000 - $49,999
___ $35,000 - $44,999	___ $35,000 - $44,999	___ $50,000 - $59,999
___ $45,000 - $54,999	___ $45,000 - $54,999	___ $60,000 - $69,999
___ $55,000 - $64,999	___ $55,000 - $64,999	___ $70,000 - $79,999
___ $65,000 - $74,999	___ $65,000 - $74,999	___ $80,000 - $89,999
___ $75,000 or more	___ $75,000 or more	___ $90,000 or more

Organization Size:

Approximately how many employees are there in the entire organization where you are employed?

___ less than 50 ___ 5000 - 9,999

___ 50 - 499 ___ 10,000 - 14,999

___ 500 - 4999 ___ 15,000 or more

Employment Status: Check or complete the appropriate blanks for yourself and (if applicable) your spouse or partner

	You	Spouse or Partner (if applicable)
1. Employed FULL-TIME (40 hrs./week or more)	___	___
2. Employed PART-TIME (under 40 hrs./week)	___	___
3. Full-time house-wife or house-husband?	N/A	___
4. **Are You (or your spouse/partner):**		
Pursuing a career (committed to advancement in a particular field or company)?	___	___
OR,		
Have a job (working primarily for money), but not pursuing a career?	___	___
5. If applicable, is your spouse/partner:		
Currently out of the work force, but has plans to pursue a career in the future?	N/A	___
OR,		
Currently out of the work force, but plans to have a job in the future?	N/A	___
6. If you have a spouse or partner and you are both employed:		
Are you employed by the same organization?	___ Yes	___ No

Your Job/Occupation Title _____.

Your Spouse or Partner's Job/Occupational Title _____.
(if applicable)

Parental Leaves of Absence: Please check and complete the appropriate blanks.

Have you ever taken a leave of absence for the birth of a child (parental leave)?

___ No Yes_____
months/days

If applicable, has your spouse or partner ever taken a parental leave?

___ No Yes_____
months/days

Current Parental Leave Policy

Please answer the following questions to the best of your ability. If you live with your Spouse/Partner, please answer questions 1-12. If you do not live with a Spouse/Partner, please answer only questions 1, 2, 5, 6, 7, 8.

(CHECK ALL THAT APPLY - items left blank mean "no")

		Paid	Unpaid	Don't Know
1.	My organization offers parental leave for women	___	___	___
2.	My organization offers parental leave for men	___	___	___
3.	(If applicable) My spouse's/partner's organization offers parental leave for women	___	___	___
4.	(If applicable) My spouse's/partner's organization offers parental leave for men	___	___	___

In **my organization**, workers returning from parental leave:

		Males	Females	Don't Know
5.	May choose to work part-time	___	___	___
6.	Are guaranteed the same or equal position	___	___	___
7.	Are guaranteed work, but the job may be lower in position	___	___	___
8.	Are not guaranteed a job	___	___	___

(If applicable) In **my spouse/partner's organization**, workers returning from parental leave:

9.	May choose to work part-time	___	___	___
10.	Are guaranteed the same or equal position	___	___	___
11.	Are guaranteed work, but the job may be lower in position	___	___	___
12.	Are not guaranteed a job	___	___	___

Comments:_____

_____

_____

Questions 13-30 ask for your OPINIONS. Please respond to the best of your ability by circling the appropriate responses.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

For Example:

I enjoy going to the movies 1 2 3 (4) 5

(Note: The respondent circled "4" - He/She "agrees" with the statement)

Expected Consequences of Taking Parental Leave	SD	D	NA/ ND	A	SA
13. If a woman were to take parental leave, she would reduce her chances of getting future promotions	1	2	3	4	5
14. If a man were to take parental leave, he would reduce his chances of getting future promotions	1	2	3	4	5
15. If a man were to take parental leave, management would think that he was not committed to his job	1	2	3	4	5
16. If a woman were to take parental leave, management would think that she was not committed to her job	1	2	3	4	5
17. If I took parental leave, it would be a financial strain	1	2	3	4	5
18. (If applicable) If my spouse/partner took parental leave, it would be a financial strain	1	2	3	4	5
19. Taking parental leave would hurt my chances of getting future promotions	1	2	3	4	5
20. (If applicable) If my spouse/partner took parental leave, it would hurt his/her chances of getting future promotions	1	2	3	4	5
21. It is very costly to provide unpaid parental leave	1	2	3	4	5
22. It is very costly to provide paid parental leave	1	2	3	4	5

Comments:_____

_____

_____

Your Opinions Regarding Parental Leave Policy

I believe that:

23.	Mothers should be offered paid parental leave	1	2	3	4	5
24.	Fathers should be offered paid parental leave	1	2	3	4	5

1	2	3	4	5
Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**

Your Opinions Regarding Parental Leave Policy (cont.)

If paid parental leave is not offered, I believe that:	SD	D	NA/ ND	A	SA
25. Mothers should be offered unpaid parental leave	1	2	3	4	5
26. Fathers should be offered unpaid parental leave	1	2	3	4	5

Comments:_____

_____

_____

27. When returning from parental leave, a male worker should be allowed to work part-time if he wishes	1	2	3	4	5
28. When returning from parental leave, a female worker should be allowed to work part-time if she wishes	1	2	3	4	5
29. A man returning from parental leave should be guaranteed some type of job	1	2	3	4	5
30. A woman returning from parental leave should be guaranteed some type of job	1	2	3	4	5
31. A man returning from parental leave should receive his old job or one of equal status	1	2	3	4	5
32. A woman returning from parental leave should receive parental leave	1	2	3	4	5

Comments:_____

_____

_____

Questions 33-38 ask you to think about what you would do under different circumstances. Questions 39-44 ask you to estimate what you think others would do under different circumstances. If you have a Spouse or Partner, please circle the appropriate responses for questions 45-50 as well. These questions ask you to estimate what you think your spouse/partner would do under different circumstances.

a	b	c	d	e
Zero to 1 Week	1 to 5 Weeks	5 to 12 Weeks (medically accepted recovery time)	3 to 6 Months	More Than 6 Months

For Example:

If I broke my finger, I would take leave for: (a) b c d e

(Note: The respondent circled "a" - He/She would take leave for "zero to 1 week")

How Long a Parental Leave Would You Take in each of the Following Situations?

	0-1 wk	1-5 wks	5-12 wks	3-6 mth	6+ mth
33. If I could do whatever I wanted to do, I would like to take parental leave for:	a	b	c	d	e
34. Considering the policies and practices where I work, I would take parental leave for:	a	b	c	d	e
35. Considering the money not earned while on leave, I would take parental leave for:	a	b	c	d	e
36. Considering possible limitations on my chances of getting a promotion, I would take a parental leave for:	a	b	c	d	e
37. If my organization offered unpaid leave for me, I would take parental leave for:	a	b	c	d	e
38. If my organization offered paid leave for me, I would take parental leave for:	a	b	c	d	e

Comments:_____

_____

_____

a	b	c	d	e
Zero to 1 Week	1 to 5 Weeks	5 to 12 Weeks (medically accepted recovery time)	3 to 6 Months	More Than 6 Months

How Long a Parental Leave Do You Think Others Would Take in Each of the Following Situations?

	0-1 wk	1-5 wks	5-12 wks	3-6 mth	6+ mth
39. Considering the policies and practices of most organizations, I would expect working men to take parental leave for:	a	b	c	d	e
40. Considering the policies and practices of most organizations, I would expect working women to take parental leave for:	a	b	c	d	e
41. If organizations offered unpaid parental leave for working men, I would expect them to take parental leave for:	a	b	c	d	e
42. If organizations offered unpaid parental leave for working women, I would expect them to take parental leave for:	a	b	c	d	e
43. If organizations offered paid parental leave for working women, I would expect them to take parental leave for:	a	b	c	d	e
44. If organizations offered paid parental leave for working men, I would expect them to take parental leave for:	a	b	c	d	e

(If applicable) How Long a Parental Leave Would You Expect Your Spouse/Partner to Take in Each of the Following Situations?

45. If my spouse/partner could do whatever he/she wanted to do, I would expect my spouse/partner to take parental leave for:	a	b	c	d	e
46. Considering the policies and practices where my spouse/partner works, I would expect him/her to take parental leave for:	a	b	c	d	e
47. Considering money not earned while on leave, I would expect my spouse/partner to take parental leave for:	a	b	c	d	e
48. Considering possible limitations on my spouse's/partner's chances of getting a promotion, I would expect him/her to take parental leave for:	a	b	c	d	e
49. If my spouse's/partner's organization offered unpaid leave for him/her, I would expect him/her to take parental leave for:	a	b	c	d	e
50. If my spouse's/partner's organization offered paid leave for him/her, I would expect him/her to take parental leave for:	a	b	c	d	e

Comments:_____

Organizational Commitment

Please answer questions 1-9 to the best of your ability. These questions are designed to assess your commitment to the organization you work for. Remember, all responses are confidential and will only be reported in summary form. Please circle the appropriate responses.

1	2	3	4	5
Strongly Disagree	**Disagree**	**Neither Agree Nor Disagree**	**Agree**	**Strongly Agree**

For Example:

I enjoy my commute to work 1 2 (3) 4 5

(Note: The respondent circled "3" - He/She neither agrees nor disagrees with the statement)

	SD	D	NA/ ND	A	SA
1. I am willing to work harder than my job requires in order to help this company succeed	1	2	3	4	5
2. I would take any job in order to continue working for this company	1	2	3	4	5
3. My values and the values of this company are quite similar	1	2	3	4	5
4. I am proud to work for this company	1	2	3	4	5
5. I would turn down another job (with another company) for more pay in order to stay with this company	1	2	3	4	5
6. I am very loyal to this company	1	2	3	4	5
7. I see my long term employment as continuing with this company	1	2	3	4	5
8. This company is interested in the well-being and progress of employees like me	1	2	3	4	5
9. At the end of my career, I plan on retiring from this company	1	2	3	4	5

Comments:_____

_____

_____

Work and Family Values

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

For Example:

Protecting the environment is important to me 1 2 3 4 (5)

(Note: The respondent circled "5" - He/She "strongly agrees" with the statement)

	SD	D	NA/ ND	A	SA
1. My job is a major source of satisfaction in my life	1	2	3	4	5
2. The most important things that happen to me involve my work	1	2	3	4	5
3. I have few activities more important than work	1	2	3	4	5
4. Work is a major part of who I am	1	2	3	4	5
5. My work is presently very important to me	1	2	3	4	5
6. I am very much involved in my work	1	2	3	4	5

Comments:_____

_____

_____

	SD	D	NA/ ND	A	SA
7. My family is a major source of satisfaction in my life	1	2	3	4	5
8. The most important things that happen to me involve my family	1	2	3	4	5
9. I have few activities more important than those with my family	1	2	3	4	5
10. My family is a major part of who I am	1	2	3	4	5
11. My family is presently very important to me	1	2	3	4	5
12. I am very much involved with my family	1	2	3	4	5

Comments:_____

_____

_____

APPENDIX C

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total Responses
EC13	31	83	49	79	7	249
EC14	23	53	50	100	23	249
EC15	15	46	40	123	25	249
EC16	27	106	54	55	7	249
EC17A	14	25	21	83	72	215
EC18A	8	15	14	62	98	197
EC19A	15	79	47	61	6	208
EC20A	9	27	57	74	20	187
EC21	32	90	63	50	12	247
EC22	5	30	56	101	55	247
OP23	5	30	32	91	90	248
OP24	17	38	51	85	57	248
OP25	3	6	4	87	147	247
OP26	6	13	21	91	116	247
OP27	10	26	49	120	42	247
OP28	5	11	34	135	63	248
OP29	6	8	26	119	89	248
OP30	4	3	16	126	99	248
OP31	2	18	26	94	108	248
OP32	0	13	15	104	116	248
33	20	47	39	76	64	246
34	60	53	77	38	15	243
35	69	62	62	43	9	245
36	70	54	68	30	17	239
37	60	82	48	38	17	245
38	21	45	60	59	61	246
39	130	85	26	7	0	248
40	4	41	139	53	11	248
41	119	103	22	3	1	248
42	9	71	115	42	11	248
43	2	12	80	101	53	248
44	26	118	63	23	18	248
45	21	44	38	16	47	166
46	67	32	36	19	8	162
47	63	47	28	17	8	163
48	62	41	34	15	10	162
49	63	48	25	22	6	164
50	23	51	44	20	26	164

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total Responses
OC1	0	4	31	137	73	245
OC2	67	98	44	23	14	246
OC3	7	27	89	103	20	246
OC4	1	11	41	144	49	246
OC5	38	64	74	55	15	246
OC6	1	23	66	128	28	246
OC7	16	39	43	112	36	246
OC8	11	43	71	100	21	246
OC9	34	45	73	58	35	245
WV1	7	26	55	128	26	242
WV2	24	108	81	30	1	244
WV3	26	119	43	50	6	244
WV4	15	40	47	130	12	244
WV5	4	23	42	155	20	244
WV6	3	14	45	150	32	244
FV1	1	2	18	95	125	241
FV2	1	5	31	99	105	241
FV3	2	10	49	92	87	240
FV4	1	11	23	104	102	241
FV5	1	2	10	94	134	241
FV6	1	5	26	84	125	241

APPENDIX D

	Neg. Things if a Woman Takes Parental Leave	Neg. Things if a Man Takes Parental Leave	Pos. Attitude Toward Offering Men Parental Leave	Pos. Attitude Toward Offering Women Parental Leave	Organizational Commitment	Work Values	Family Values
Neg. Things if a Woman Takes Parental Leave		0.5535 0.0001 249	0.0769 0.2261 249	-0.0381 0.5506 249	-0.0402 0.5298 246	0.1408 0.0279 244	-0.1178 0.0681 241
Neg. Things if a Man Takes Parental Leave			-0.0629 0.3226 249	0.0033 0.9587 249	-0.0709 0.2678 246	0.1236 0.0538 244	-0.0381 0.5566 241
Pos. Attitude Toward Offering Men Parental Leave				0.7534 0.0001 249	0.2242 0.0004 246	0.0233 0.7174 244	0.2998 0.0001 241
Pos. Attitude Toward Offering Women Parental Leave					0.1346 0.0349 246	-0.0951 0.1387 244	0.3208 0.0001 241
Organizational Commitment						0.3195 0.0001 241	0.1634 0.0116 238
Work Values							-0.1411 0.0285 241
Family Values							

APPENDIX E

	EC13	EC14	EC15	EC16	EC17A	EC18A	EC19A	EC20A	EC21	EC22	OP23	OP24	OP25	OP26	OP27	OP28	OP29	OP30	OP31	OP32
EC13		0.605 249	0.438 249	0.545 249	0.183 215	0.122 197	0.617 208	0.336 187	0.102 247	0.087 247	-0.019 248	0.008 248	0.025 247	0.036 247	0.076 247	0.056 248	0.489 248	0.002 248	-0.073 248	-0.125 248
EC14			0.695 249	0.309 249	0.183 215	0.204 197	0.413 208	0.482 187	-0.025 247	0.148 247	-0.016 248	-0.094 248	0.143 247	-0.021 247	0.133 247	1.32 248	0.006 248	0.012 248	-0.118 248	-0.119 248
EC15				0.518 249	0.195 215	0.192 197	0.396 208	0.536 187	0.037 247	0.165 247	0.005 248	-0.022 248	0.13 247	0.039 247	0.117 247	0.117 248	-0.001 248	-0.002 248	-0.058 248	-0.066 248
EC16					0.348 215	0.167 197	0.604 208	0.237 187	0.174 247	0.099 247	-0.027 248	0.102 248	-0.029 247	0.093 247	0.134 247	0.027 248	0.091 248	-0.021 248	0.041 248	-0.075 248
EC17A						0.602 164	0.368 207	0.14 155	0.101 213	0.154 213	-0.039 214	0.064 214	0.154 213	0.181 213	0.261 213	0.183 214	0.129 214	0.087 214	0.097 214	0.041 214
EC18A							0.171 158	0.272 186	0.011 195	0.169 195	0.099 196	0.109 196	0.091 195	0.055 195	0.393 195	0.333 196	0.249 196	0.171 196	0.243 196	0.169 196
EC19A								0.496 151	0.163 206	0.143 206	-0.009 207	0.067 207	0.049 206	0.038 206	0.083 206	0.002 207	-0.002 207	-0.016 207	-0.022 207	-0.065 207
EC20A									0.054 185	0.104 185	0.093 186	-0.021 186	0.026 185	-0.126 185	0.017 186	0.097 186	-0.146 186	-0.051 186	-0.131 186	-0.025 186
EC21										0.274 247	0.084 247	0.149 247	-0.057 246	-0.049 246	-0.133 245	-0.168 246	0.049 246	-0.022 246	0.061 246	-0.001 246
EC22											-0.222 247	-0.196 247	0.044 246	-0.006 246	-0.093 245	-0.119 246	0.033 246	0.039 246	-0.082 246	-0.117 246
OP23												0.754 248	0.117 247	0.137 247	0.231 246	0.269 247	0.287 247	0.301 247	0.393 247	0.464 247
OP24													0.082 247	0.371 247	0.387 246	0.181 247	0.464 247	0.229 247	0.585 247	0.417 247
OP25														0.732 247	0.159 246	0.219 247	0.258 247	0.309 247	0.244 247	0.282 247
OP26															0.318 246	0.178 247	0.417 247	0.211 247	0.427 247	0.268 247
OP27																0.762 247	0.445 247	0.268 247	0.322 247	0.194 247
OP28																	0.313 248	0.365 248	0.176 248	0.234 248
OP29																		0.791 248	0.657 248	0.496 248
OP30																			0.435 248	0.538 248
OP31																				0.856 248

	TOY33	TOY34	TOY35	TOY36	TOY37	TOY38	TOO39	TOO40	TOO41	TOO42	TOO43	TOO44	TOS45	TOS46	TOS47	TOS48	TOS49	TOS50	OC1
EC13	0.069	-0.061	0.036	0.006	0.091	0.022	-0.179	0.114	-0.136	0.008	0.161	0.036	0.112	0.044	0.099	0.071	0.053	0.047	0.061
	246	243	245	239	245	246	248	248	248	248	248	248	166	162	163	162	164	164	245
EC14	-0.079	-0.161	-0.112	-0.156	-0.074	-0.115	-0.169	0.175	-0.097	0.124	0.129	0.052	0.307	0.151	0.143	0.139	0.161	0.145	0.055
	246	243	245	239	245	246	248	248	248	248	248	248	166	162	163	162	164	164	245
EC15	-0.019	-0.165	-0.175	-0.186	-0.133	-0.058	-0.188	0.123	-0.191	0.055	0.097	-0.004	0.221	0.025	0.053	0.038	0.045	0.072	-0.023
	246	243	245	239	245	246	248	248	248	248	248	248	166	162	163	162	164	164	245
EC16	0.159	0.071	0.051	0.056	0.084	0.151	-0.018	0.168	-0.027	0.076	0.227	0.104	0.037	-0.108	-0.061	-0.072	-0.079	0.049	0.009
	246	243	245	239	245	246	248	248	248	248	248	248	166	162	163	162	164	164	245
EC17A	0.189	0.147	0.028	0.053	0.052	0.223	0.106	0.155	0.122	0.129	0.256	0.205	-0.069	-0.051	-0.113	-0.166	-0.163	-0.085	0.063
	213	211	212	207	212	213	214	214	214	214	214	214	163	159	160	159	161	161	211
EC18A	0.157	0.095	0.022	0.021	-0.014	0.085	-0.001	0.253	0.004	0.169	0.237	0.089	0.109	0.028	0.011	0.005	-0.008	0.008	-0.043
	197	194	196	190	196	197	197	197	197	197	197	197	162	158	159	158	160	160	194
EC19A	0.181	0.025	0.044	-0.051	0.078	0.197	-0.037	0.205	-0.018	0.128	0.165	0.059	0.002	-0.027	-0.029	-0.091	-0.028	0.035	0.045
	205	204	204	200	204	205	207	207	207	207	207	207	158	155	155	155	156	156	204
EC20A	0.028	-0.148	-0.101	-0.124	-0.073	-0.048	-0.128	-0.025	-0.168	-0.061	0.011	-0.004	0.144	-0.093	-0.079	-0.095	-0.051	-0.025	0.055
	187	184	186	180	186	187	187	187	187	187	187	187	153	150	151	150	152	152	184
EC21	0.016	0.104	0.059	0.001	0.022	0.061	0.025	0.006	-0.021	-0.047	-0.058	-0.034	-0.205	-0.119	-0.113	-0.088	-0.089	-0.171	-0.021
	244	241	243	237	244	244	246	246	246	246	246	246	164	160	161	160	162	162	243
EC22	0.018	-0.113	-0.088	-0.125	-0.098	0.079	-0.035	-0.005	-0.132	0.033	0.104	0.073	0.189	0.146	0.132	0.102	0.117	0.142	-0.059
	244	241	243	237	244	244	246	246	246	246	246	246	164	160	161	160	162	162	243
OP23	0.119	0.189	0.122	0.169	0.076	0.087	0.129	0.119	0.041	-0.024	-0.037	-0.024	-0.188	-0.085	-0.102	-0.069	-0.128	-0.064	0.041
	245	242	244	238	245	245	247	247	247	247	247	247	165	161	162	161	163	163	244
OP24	0.288	0.327	0.265	0.306	0.197	0.232	0.261	0.171	0.089	-0.054	0.087	0.098	-0.143	-0.133	-0.154	-0.094	-0.159	-0.039	0.039
	245	242	244	238	245	245	247	247	247	247	247	247	165	161	162	161	163	163	244
OP25	0.066	-0.003	-0.015	-0.022	0.026	-0.012	-0.032	-0.029	-0.042	0.035	0.019	-0.087	0.087	0.134	0.202	0.161	0.198	0.189	0.011
	244	241	243	237	244	244	246	246	246	246	246	246	165	161	162	161	163	163	243
OP26	0.251	0.177	0.143	0.155	0.175	0.128	0.087	0.013	-0.018	-0.019	0.115	0.014	0.066	0.089	0.114	0.096	0.141	0.177	0.082
	244	241	243	237	244	244	246	246	246	246	246	246	165	161	162	161	163	163	243
OP27	0.326	0.293	0.279	0.218	0.284	0.315	0.124	0.327	-0.034	0.159	0.251	0.187	-0.032	0.069	0.037	-0.014	0.023	0.051	0.027
	244	241	243	237	243	244	246	246	246	246	246	246	165	161	162	161	163	163	243
OP28	0.138	0.104	0.132	0.065	0.132	0.292	-0.059	0.227	-0.159	0.129	0.152	-0.066	0.023	0.106	0.106	0.044	0.059	0.018	0.057
	245	242	244	238	244	245	247	247	247	247	247	247	166	162	163	162	164	164	244
OP29	0.216	0.235	0.174	0.173	0.159	0.155	0.053	0.163	-0.026	0.024	0.154	0.023	0.009	0.047	0.016	0.001	0.022	0.037	0.055
	245	242	244	238	244	245	247	247	247	247	247	247	166	162	163	162	164.	164.	244
OP30	0.095	0.099	0.054	0.083	0.027	0.084	-0.041	0.115	-0.061	0.074	0.076	-0.065	-0.039	0.107	0.079	0.019	0.062	-0.027	0.048
	245	242	244	238	244	245	247	247	247	247	247	247	166	162	163	162	164	164	244
OP31	0.232	0.301	0.214	0.253	0.144	0.143	0.205	0.187	0.069	0.038	0.134	-0.024	-0.012	-0.014	-0.005	-0.003	0.001	0.028	0.149
	245	242	244	238	244	245	247	247	247	247	247	247	166	162	163	162	164	164	244

	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	WV1	WV2	WV3	WV4	WV5	WV6	FV1	FV2	FV3	FV4	FV5	FV6
EC13	-0.121	-0.094	-0.031	-0.081	-0.151	-0.054	-0.076	-0.134	0.112	0.135	0.221	0.093	0.034	0.081	-0.067	-0.094	-0.076	-0.109	-0.122	-0.135
	246	246	246	246	246	246	246	245	242	244	244	244	244	244	241	241	240	241	241	241
EC14	-0.074	-0.023	-0.049	-0.034	-0.104	-0.032	-0.001	-0.102	0.035	0.068	0.203	0.104	0.031	0.074	-0.009	0.057	-0.019	-0.066	-0.062	-0.049
	246	246	246	246	246	246	246	245	242	244	244	244	244	244	241	241	240	241	241	241
EC15	-0.021	0.031	-0.061	-0.084	-0.065	-0.084	-0.023	-0.102	0.081	0.106	0.229	0.117	0.031	0.036	-0.035	-0.029	0.022	-0.089	-0.081	-0.121
	246	246	246	246	246	246	246	245	242	244	244	244	244	244	241	241	240	241	241	241
EC16	0.079	0.013	0.046	0.001	-0.055	0.038	0.011	0.011	0.036	0.214	0.225	0.113	-0.035	-0.013	-0.091	-0.089	-0.075	-0.155	-0.078	-0.085
	246	246	246	246	246	246	246	245	242	244	244	244	244	244	241	241	240	241	241	241
EC17A	0.098	0.167	0.125	0.031	-0.074	0.028	0.061	0.034	-0.101	0.005	0.055	0.015	-0.129	-0.122	0.074	0.117	0.027	-0.016	0.034	0.063
	212	212	212	212	212	212	212	211	210	212	212	212	212	212	209	209	208	209	209	209
EC18A	0.123	0.098	0.083	0.119	-0.052	0.016	0.088	0.003	-0.078	0.018	-0.007	0.013	-0.136	-0.108	0.155	0.206	0.152	0.179	0.181	0.138
	195	195	195	195	195	195	195	195	190	192	192	192	192	192	192	192	191	192	192	192
EC19A	0.001	-0.006	0.051	-0.063	-0.147	-0.001	-0.137	-0.049	-0.039	0.094	0.147	0.092	-0.028	-0.113	-0.065	0.029	-0.016	-0.099	-0.074	-0.084
	205	205	205	205	205	205	205	204	204	206	206	206	206	206	203	203	202	203	203	203
EC20A	-0.006	-0.109	-0.112	-0.037	-0.078	-0.129	-0.168	-0.058	-0.034	-0.017	0.186	0.015	-0.071	-0.117	-0.017	0.138	0.114	0.036	0.021	0.021
	185	185	185	185	185	185	185	185	182	284	284	284	284	284	184	184	183	184	184	184
EC21	0.085	0.088	0.066	-0.002	-0.022	0.019	0.147	-0.033	-0.047	0.069	0.151	0.105	-0.056	-0.041	-0.191	-0.133	-0.104	-0.087	-0.125	-0.069
	244	244	244	244	244	244	244	243	240	242	242	242	242	242	239	239	238	239	239	239
EC22	-0.061	-0.009	-0.072	-0.095	-0.125	-0.188	0.011	-0.159	-0.059	0.047	-0.018	0.039	-0.069	-0.093	-0.097	-0.054	-0.095	-0.122	-0.072	-0.008
	244	244	244	244	244	244	244	243	240	242	242	242	242	242	239	239	238	239	239	239
OP23	0.145	0.119	0.064	0.089	0.194	0.065	0.064	0.051	-0.023	-0.112	0.002	0.017	-0.057	-0.061	0.093	0.129	0.199	0.243	0.163	0.142
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240
OP24	0.193	0.189	0.171	0.182	0.171	0.142	0.101	0.148	0.077	-0.023	-0.005	0.138	-0.016	0.054	0.149	0.172	0.222	0.222	0.175	0.199
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240
OP25	0.037	0.023	0.152	0.039	0.036	-0.027	-0.014	0.001	-0.048	-0.167	0.068	-0.093	-0.083	-0.047	0.142	0.133	0.119	0.093	0.147	0.211
	244	244	244	244	244	244	244	243	240	242	242	242	242	242	239	239	238	239	239	239
OP26	0.075	0.061	0.183	0.101	0.118	0.074	0.014	0.119	0.042	-0.108	-0.002	0.041	-0.019	0.053	0.215	0.115	0.125	0.107	0.162	0.231
	244	244	244	244	244	244	244	243	240	242	242	242	242	242	239	239	238	239	239	239
OP27	0.082	0.121	0.155	0.081	0.203	0.117	0.017	0.101	0.036	0.009	0.122	0.075	0.038	0.054	0.113	0.078	0.101	0.091	0.053	0.039
	244	244	244	244	244	244	244	243	240	242	242	242	242	242	239	239	238	239	239	239
OP28	-0.021	0.049	0.065	-0.106	0.093	-0.022	-0.044	-0.074	-0.035	-0.056	0.072	-0.037	-0.017	-0.019	0.051	0.051	0.087	0.088	0.051	-0.011
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240
OP29	0.206	0.127	0.185	0.112	0.137	0.121	0.089	0.072	0.051	-0.023	0.022	0.086	-0.031	-0.018	0.218	0.209	0.182	0.175	0.226	0.158
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240
OP30	0.128	-0.021	0.119	-0.038	0.048	0.044	-.035	0.041	-0.009	-0.114	-0.005	-0.066	-0.055	-0.123	0.201	0.247	0.232	0.175	0.268	0.134
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240
OP31	0.168	0.203	0.318	0.177	0.191	0.198	0.203	0.178	0.002	0.017	-0.039	0.052	-0.051	0.049	0.261	0.213	0.233	0.314	0.288	0.233
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240

	TOY33	TOY34	TOY35	TOY36	TOY37	TOY38	TOO39	TOO40	TOO41	TOO42	TOO43	TOO44	TOS45	TOS46	TOS47	TOS48	TOS49	TOS50	OC1
OP32	0.103 245	0.195 242	0.097 244	0.137 238	0.026 244	0.021 245	0.133 247	0.103 247	-0.006 247	0.001 247	0.016 247	-0.128 247	-0.029 166	0.048 162	0.065 163	0.033 162	0.048 164	0.018 164	0.131 244
TOY33		0.647 243	0.632 245	0.623 239	0.633 245	0.716 246	0.182 246	0.167 246	0.189 246	0.114 246	0.339 246	0.213 246	-0.178 166	-0.221 162	-0.251 163	-0.301 162	-0.257 164	-0.187 164	-0.091 242
TOY34			0.784 243	0.739 239	0.733 242	0.642 243	0.303 243	0.289 243	0.294 243	0.182 243	0.319 243	0.227 243	-0.387 165	-0.291 162	-0.285 162	-0.372 161	-0.323 163	-0.343 163	-0.077 239
TOY35				0.801 239	0.883 244	0.627 245	0.283 245	0.257 245	0.327 245	0.238 245	0.268 245	0.177 245	-0.366 165	-0.297 162	-0.234 162	-0.341 161	-0.289 163	-0.332 163	-0.065 241
TOY36					0.751 238	0.626 239	0.227 239	0.227 239	0.291 239	0.192 239	0.359 239	0.305 239	-0.341 161	-0.315 158	-0.283 158	-0.287 157	-0.335 159	-0.333 159	-0.037 235
TOY37						0.645 245	0.236 245	0.247 245	0.335 245	0.288 245	-0.318 245	0.187 245	-0.317 165	-0.234 161	-0.172 162	-0.292 161	-0.219 163	-0.281 163	-0.055 241
TOY38							0.228 246	0.298 246	0.239 246	0.238 246	0.389 246	0.328 246	-0.268 166	-0.239 162	-0.193 163	-0.275 162	-0.249 164	-0.166 164	-0.058 242
TOO39								0.339 248	0.619 248	0.212 248	0.097 248	0.426 248	0.109 166	0.162 162	0.111 163	0.106 162	0.119 164	0.172 164	-0.089 244
TOO40									0.286 248	0.669 248	0.513 248	0.232 248	0.179 166	0.362 162	0.316 163	0.288 162	0.284 164	0.266 164	0.056 244
TOO41										0.444 248	0.133 248	0.421 248	0.089 166	0.206 162	0.206 163	0.147 162	0.203 164	0.112 164	-0.041 244
TOO42											0.421 248	0.123 248	0.205 166	0.352 162	0.382 163	0.286 162	0.352 164	0.256 164	0.069 244
TOO43												0.446 248	0.208 166	0.263 162	0.208 163	0.192 162	0.149 164	0.289 164	0.048 244
TOO44													0.219 166	0.185 162	0.156 163	0.156 162	0.124 164	0.278 164	0.049 244
TOS45														0.655 162	0.629 163	0.653 162	0.661 164	0.814 164	0.192 164
TOS46															0.887 161	0.868 161	0.883 162	0.757 162	0.174 160
TOS47																0.915 161	0.938 163	0.741 163	0.204 161
TOS48																	0.911 162	0.783 162	0.174 160
TOS49																		0.773 164	0.202 162
TOS50																			0.165 162

	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	WV1	WV2	WV3	WV4	WV5	WV6	FV1	FV2	FV3	FV4	FV5	FV6
OP32	0.123	0.068	0.219	0.081	0.149	0.159	0.136	0.191	-0.045	-0.048	-0.028	-0.045	-0.094	-0.032	0.226	0.255	0.272	0.323	0.265	0.214
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	240	240	239	240	240	240
TOY33	-0.021	-0.063	0.061	-0.039	-0.014	0.071	-0.042	0.138	-0.079	-0.085	-0.012	-0.045	-0.046	-0.159	0.071	-0.015	0.069	0.014	0.075	0.017
	243	243	243	243	243	243	243	242	239	241	241	241	241	241	239	239	238	239	239	239
TOY34	0.056	-0.018	0.069	0.071	0.039	0.174	0.075	0.221	-0.062	-0.078	-0.141	-0.012	-0.019	-0.069	0.089	-0.012	0.095	0.061	0.056	-0.008
	240	240	240	240	240	240	240	239	236	238	238	238	238	238	236	236	235	236	236	236
TOY35	0.051	-0.036	0.091	0.137	0.033	0.133	0.016	0.022	-0.002	-0.106	-0.048	-0.014	0.014	-0.035	0.098	0.002	0.119	0.074	0.069	0.039
	242	242	242	242	242	242	242	241	238	240	240	240	240	240	238	238	237	238	238	238
TOY36	0.048	-0.052	0.074	0.096	0.011	0.099	-0.006	0.144	-0.063	-0.113	-0.085	-0.022	-0.028	-0.091	0.169	0.092	0.172	0.191	0.175	0.101
	236	236	236	236	236	236	236	235	232	234	234	234	234	234	232	232	231	232	232	232
TOY37	0.014	-0.064	0.044	0.062	0.016	0.074	-0.031	0.077	-0.012	-0.095	-0.034	-0.014	-0.009	-0.091	0.112	-0.002	0.074	0.051	0.049	0.063
	242	242	242	242	242	242	242	241	238	240	240	240	240	240	238	238	237	238	238	238
TOY38	-0.087	-0.095	-0.035	-0.116	-0.088	-0.059	-0.158	-0.039	-0.144	-0.088	-0.081	-0.031	-0.115	-0.181	0.035	-0.015	0.025	-0.004	0.072	0.019
	243	243	243	243	243	243	243	242	239	241	241	241	241	241	239	239	238	239	239	239
TOO39	-0.001	-0.084	0.017	0.156	0.069	0.017	0.052	0.112	-0.049	-0.124	-0.052	-0.022	0.013	0.018	0.141	0.092	0.076	0.122	0.063	0.151
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	241	241	240	241	241	241
TOO40	-0.043	0.017	0.069	0.022	-0.003	0.012	0.065	-0.053	-0.007	-0.095	-0.005	0.053	-0.011	0.008	0.229	0.155	0.183	0.107	0.175	0.093
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	241	241	240	241	241	241
TOO41	0.014	-0.074	0.064	0.208	-0.013	0.011	0.032	0.052	0.054	-0.038	-0.115	-0.028	0.033	0.008	0.078	0.043	0.023	0.044	0.033	0.105
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	241	241	240	241	241	241
TOO42	-0.085	0.041	0.008	0.028	-0.071	-0.042	-0.021	-0.073	0.091	-0.051	-0.016	0.041	0.067	0.007	0.193	0.106	0.087	0.078	0.163	0.101
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	241	241	240	241	241	241
TOO43	0.005	-0.047	0.012	-0.121	-0.159	-0.107	-0.105	-0.085	-0.015	0.035	0.016	0.026	-0.143	-0.061	0.219	0.131	0.154	0.046	0.115	0.042
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	241	241	240	241	241	241
TOO44	-0.036	-0.174	-0.037	0.053	-0.075	-0.031	-0.064	0.043	0.021	-0.049	-0.019	0.021	-0.039	0.002	0.108	0.121	0.046	0.091	0.069	0.116
	245	245	245	245	245	245	245	244	241	243	243	243	243	243	241	241	240	241	241	241
TOS45	-0.037	-0.093	0.016	0.001	-0.048	-0.143	-0.048	-0.146	0.095	0.039	0.024	0.076	0.065	0.138	0.134	0.187	0.102	0.096	0.015	0.052
	164	164	164	164	164	164	164	164	162	163	163	163	163	163	163	163	162	163	163	163
TOS46	-0.076	-0.129	0.069	-0.048	-0.002	-0.121	0.014	-0.136	0.172	0.004	-0.029	0.146	0.025	0.099	0.146	0.212	0.124	0.034	0.098	0.094
	160	160	160	160	160	160	160	160	158	159	159	159	159	159	159	159	158	159	159	159
TOS47	-0.084	-0.114	0.055	-0.011	-0.004	-0.164	-0.012	-0.167	0.219	0.022	-0.012	0.167	0.037	0.101	0.136	0.176	0.128	0.006	0.037	0.075
	161	161	161	161	161	161	161	161	159	160	160	160	160	160	160	160	159	160	160	160
TOS48	-0.126	-0.112	0.018	-0.023	-0.022	-0.202	-0.024	-0.226	0.181	0.051	0.013	0.178	0.042	0.147	0.088	0.183	0.139	0.049	0.031	0.069
	160	160	160	160	160	160	160	160	158	159	159	159	159	159	159	159	158	159	159	159
TOS49	-0.112	-0.143	0.012	0.009	0.018	-0.169	-0.007	-0.171	0.173	0.024	-0.041	0.142	0.021	0.091	0.132	0.196	0.118	0.016	0.055	0.071
	162	162	162	162	162	162	162	162	160	161	161	161	161	161	161	161	160	161	161	161
TOS50	-0.082	-0.145	-0.004	0.004	0.001	-0.101	-0.118	-0.126	0.072	-0.011	-0.012	0.067	0.004	0.111	0.119	0.187	0.074	0.024	0.055	0.121
	162	162	162	162	162	162	162	162	160	161	161	161	161	161	161	161	160	161	161	161

	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	WV1	WV2	WV3	WV4	WV5	WV6	FV1	FV2	FV3	FV4	FV5	FV6
OC1	0.076 245	0.369 245	0.394 245	0.228 245	0.358 245	0.294 245	0.299 245	0.245 239	0.325 239	0.234 240	0.091 240	0.191 240	0.332 240	0.371 240	0.205 237	0.138 237	0.056 256	0.115 237	0.189 237	0.096 237
OC2		0.336 246	0.311 246	0.335 246	0.327 246	0.282 246	0.179 246	0.401 239	0.121 239	0.163 241	0.236 241	0.069 241	-0.007 241	0.096 241	0.066 238	0.047 238	0.013 237	0.034 238	-0.014 238	0.031 238
OC3			0.565 246	0.436 246	0.481 246	0.355 246	0.583 246	0.291 239	0.185 239	0.235 241	0.129 241	0.124 241	0.267 241	0.169 241	0.039 238	-0.039 238	-0.017 237	0.002 238	0.054 238	0.061 238
OC4				0.424 246	0.596 246	0.536 246	0.547 246	0.477 239	0.209 239	0.101 241	0.047 241	0.064 241	0.331 241	0.203 241	0.134 238	0.063 238	0.099 237	0.123 238	0.151 238	0.169 238
OC5					0.527 246	0.464 246	0.489 246	0.482 239	0.215 239	0.119 241	0.127 241	0.078 241	0.202 241	0.176 241	0.081 238	0.073 238	0.075 237	0.098 238	0.048 238	0.149 238
OC6						0.619 246	0.493 246	0.539 239	0.283 239	0.149 241	0.161 241	0.088 241	0.378 241	0.273 241	0.131 238	0.051 238	0.044 237	0.157 238	0.125 238	0.141 238
OC7							0.445 246	0.802 239	0.226 239	0.137 241	0.117 241	0.071 241	0.342 241	0.252 241	0.144 238	0.098 238	0.122 237	0.189 238	0.124 238	0.153 238
OC8								0.387 239	0.107 239	0.091 241	-0.004 241	0.042 241	0.196 241	0.173 241	0.112 238	0.023 238	-0.002 237	0.081 238	0.125 238	0.142 238
OC9									0.234 238	0.139 240	0.128 240	0.066 240	0.257 240	0.243 240	0.157 237	0.114 237	0.124 236	0.155 237	0.096 237	0.125 237
WV1										0.472 242	0.338 242	0.546 242	0.567 242	0.571 242	0.049 239	-0.081 239	-0.047 238	-0.019 239	-0.034 239	-0.075 239
WV2											0.444 244	0.545 244	0.333 244	0.461 244	-0.149 241	-0.247 241	-0.186 240	-0.167 241	-0.183 241	-0.197 241
WV3												0.408 244	0.269 244	0.331 244	-0.173 241	-0.174 241	-0.132 240	-0.111 241	-0.198 241	-0.166 241
WV4													0.448 244	0.452 244	-0.104 241	-0.176 241	-0.083 240	-0.131 241	-0.122 241	-0.131 241
WV5														0.636 244	0.029 241	-0.086 241	-0.006 240	-0.004 241	-0.017 241	-0.051 241
WV6															0.088 241	-0.039 241	0.015 240	0.087 241	0.034 241	0.038 241
FV1																0.674 241	0.575 240	0.546 241	0.733 241	0.664 241
FV2																	0.688 240	0.593 241	0.716 241	0.771 241
FV3																		0.616 240	0.594 240	0.582 240
FV4																			0.645 241	0.551 241
FV5																				0.788 241

VITA

Joseph Lyle Lesher was born in Winston-Salem, NC and lived in Arlington, VA; Atlanta, GA; and, Los Angeles, CA before moving to the Washington, DC area. After moving to the Washington, DC area, Joe attended and graduated Langley High School in McLean, VA in May 1981. Joe subsequently went to the University of Virginia, where he graduated with distinction in May 1985 with a Bachelor of Arts in Psychology.

Before going to graduate school, Joe worked for a year with a small computer supplies firm, Martin Associates, Inc., in Washington, DC. In the fall of 1986, Joe entered the University of Tennessee, Knoxville. While there, Joe spent a summer working for the SATURN Motor Company, he worked a year at the University's Personnel Department, and another year for the Management Development Center. In addition, Joe taught several undergraduate courses in management.

In the summer of 1991, Joe moved to Kansas City, MO. After teaching a Masters of Science in Management course at Baker University in Overland Park, KS, Joe joined the Management Consulting Practice of Ernst & Young in Kansas City. He is presently a Staff Consultant with the Performance Improvement Group. As his professional life is beginning, Joe received the Doctor of Philosophy degree in Industrial and Organizational Psychology in August 1992.