

The Rosabeth Moss  
*Kanter Award*  
FOR EXCELLENCE IN WORK-FAMILY RESEARCH

# THE 2011 AND 2012 ROSABETH MOSS KANTER AWARDS FOR EXCELLENCE IN WORK-FAMILY RESEARCH

AWARDED BY THE CENTER FOR FAMILIES AT PURDUE UNIVERSITY  
AND THE BOSTON COLLEGE CENTER FOR WORK & FAMILY

Sponsored by the Corporate Partners of the Boston College Center for Work & Family

## 2011 Award

***Who Gets the Daddy Bonus?: Organizational Hegemonic Masculinity and the Impact of Fatherhood on Earnings*** (2010) *Gender & Society* 24(6), 717-745.

### AUTHORS:

Melissa J. Hodges and Michelle J. Budig, University of Massachusetts, Amherst

Using the 1979-2006 waves of the National Longitudinal Survey of Youth, the authors investigate how the earnings bonus for fatherhood varies by characteristics associated with hegemonic masculinity in the American workplace: heterosexual marital status, professional/managerial status, educational attainment, skill demands of jobs, and race/ethnicity.

*From the authors: The study shows that fatherhood status combines with other markers of organizational privilege to produce larger fatherhood earnings bonuses most often for white men and least often for Black men. Among white men, and sometimes Latinos, the fatherhood bonus is amplified for married, highly educated, professional and managerial workers whose jobs emphasize cognitive skills and deemphasize physical strength. The results indicate that the effect of becoming a father is another source of privilege for privileged men, but less so for men who are in more socially disadvantaged positions. African Americans specifically seem to be excluded from claiming the wages of organizational hegemonic masculinity. Differential effects of parental status by race/ethnicity suggest the need to move past human capital and household specialization theories. Fatherhood is an important stratifying factor affecting the distribution of men's income in the United States that compounds advantage or disadvantage when combined with other characteristics.*

## 2012 Award

***She Left, He Left: How Employment and Satisfaction Affect Women's and Men's Decisions to Leave Marriages*** (2011) *American Journal of Sociology* 116:6, 1982-2018.

### AUTHORS:

Liana C. Sayer, Ohio State University; Paula England, Stanford University; Paul D. Allison, University of Pennsylvania and Nicole Kangas, Stanford University

The authors use longitudinal data and a latent class model embedded in a competing-risks event history model to assess distinct predictors of wives and husbands leaving marriages. They find that when men are not employed, either spouse is more likely to leave. When wives report better-than-average marital satisfaction, their employment affects neither spouse's exit. However, when wives report below-average marital satisfaction, their employment makes it more likely they will leave. The authors' findings suggest that theories of divorce require "gendering" to reflect asymmetric gender change.

*From the authors: Consider this broad-brush interpretation of our findings: men's nonemployment increases divorce because it violates norms, whereas women's employment increases divorce because it provides a way for women deeply unsatisfied with their marriages to support themselves outside marriage and not because it violates norms. Both of these effects probably emanate from the greater change in women's than men's roles; women's employment has increased and is accepted, men's nonemployment is unacceptable to many, and there is a cultural ambivalence and lack of institutional support for men taking on "feminized" roles such as household work and emotional support. Men's breadwinning is still so culturally mandated that when it is absent, both men and women are more likely to find that the marital partnership does not deserve to continue.*

# TOP 10 TAKEAWAYS FROM KANTER AWARD FINALISTS...

## 1. Why should organizations be concerned about work-family conflict?

- Employees with lower levels of work-family conflict report higher levels of job satisfaction, better health, and lower turnover intentions (Hammer, et al., 2011).
- Work-family conflict causes stress. A closer look at economic hardship, a more recent focus in the work-life literature, shows that financial concerns cause more stress for men than women (Schieman and Young, 2011).
- Organizations can help to set guidelines regarding work and non-work time as men and women who create more of a boundary between their work and their non-work lives report lower levels of work-life conflict (Powell and Greenhaus, 2010).

## 2. Why is it important to educate managers about their important role in their employees' work-life integration?

- By educating and training managers in specific strategies for supporting work-life integration for their employees, organizations are able to increase job satisfaction, decrease turnover intentions, and improve employee health, especially for those struggling with integrating their work and life responsibilities (Hammer et al., 2011).
- The possibility of improving family well-being through constructive manager-employee interactions at work is an important and yet often unrecognized outcome of manager-employee interactions (Gassman-Pines, 2011).

## 3. Why should work-life and diversity practitioners address overwork?

- Working long hours can not only affect the wellbeing of the employee, but can have negative impacts on gender diversity in the workplace. Having a husband who works long hours significantly increases a woman's likelihood of quitting, whereas having a wife who works long hours does not appear to increase a man's likelihood of quitting (Cha, 2010).

## 4. Is the fatherhood premium fact or fiction, and do all men benefit from it?

- Married fathers are known to receive higher earnings than unmarried childless men, yet it's the most socially privileged (white, heterosexual, well-educated, married fathers in professional/managerial roles) who gain the greatest financial reward from fatherhood. A better understanding of how organizational practices and employer evaluations create and uphold differential pay outcomes among men is warranted (Hodges and Budig, 2010).
- While the fatherhood bonus in the U.S. was not found to be the result of men self-selecting into roles that yield higher wages, data from Norway (where policies are pushing for increased father involvement) demonstrates the differences are in fact primarily due to selection. Research indicates that 80% of the fatherhood bonus is due to men opting into higher paying roles prior to marriage (Hodges and Budig, 2010; Petersen, et al., 2011).

## 5. Can work environment and conditions impact employees' relationships at home?

- A bad day at work (a bad experience with the boss, greater work pressures and adverse work conditions), results in less warmth, more conflict, and increased parental withdrawal from children (Gassman-Pines, 2011; Wheeler, et al., 2011).
- A positive interaction with a supervisor translates into more warmth at home (Gassman-Pines, 2011). Supervisors can be encouraged to exhibit supportive behaviors and provide constructive feedback to employees, which can positively spill over at home.

## 6. Alternative work schedules can provide benefits for both organizations and individuals; but are there unintended consequences?

- The availability of high-quality part-time employment may lower divorce risk, but if a divorce does occur, part-time work keeps women more economically dependent, and puts them and their children at greater poverty risk (Cooke and Gash, 2010).
- Non-standard schedules help parents with child care coverage, but wives report lower marital satisfaction (Mills and Aht, 2011). Offering flexibility, creative scheduling, and more schedule control may alleviate some of the negative impacts of alternative work schedules.

## 7. Are men and women doing their fair share at home?

- When household labor is divided unequally, men who do more and women who do less experience increased depression, anger, and frustration. However, women who do more and men who do less do not experience these same emotional responses.

As long as household labor is perceived as “women’s work”, women will continue to do as much, if not more, than men at home (Lively, et al., 2010).

- The expectations of gender equality at the national level influences women’s decisions regarding the fairness of the division of household labor regardless of their individual beliefs. Women are more likely to report higher levels of fairness in the division of household labor in nations with greater gender egalitarianism (Davis, 2010).
- Norway’s paternity leave program reduced the level of conflict over the division of household labor. When there is greater equality in parental leave, there is greater equality in the distribution of household labor (Kotsadam and Finseraas, 2011).

## 8. How do mothers differ in the workplace?

- Research has found that Asian American mothers are earning more than their white counterparts (Greenman, 2011) because they work more hours following the birth of their child(ren). For organizations, it raises the importance of considering culture when implementing work-life programs and the continued need for workplace flexibility and caregiving supports for all.
- Stressful work conditions are associated with higher depressive symptoms for Mexican American moms, which in turn were related to lower levels of warmth and higher levels of conflict with their adolescent children (Wheeler, et al., 2011).

## 9. Does retirement planning benefit all employees equally?

- Employees who experience high work-life conflict report lower levels of depressive symptoms post-retirement unless the work-life stresses originated with the family. For those individuals, retirement can weaken access to emotional support received from colleagues in the workplace (Coursouille, et al., 2010). Offering EAP services, coping and negotiation skills while the employee is still working can have lasting effects and help alleviate family stress post retirement.
- Retirement is not what it used to be. Fifty percent of men and 43% of women re-enter the labor force after retirement, and with demographic and policy changes, more women will remain in the labor force later into life or return to work after retirement (Pleau, 2010). Retirement planning services, especially for women, can help them prepare carefully for life beyond their working years.

## 10. How important are culture, legislation, and organizational policies in addressing inequality?

- Across nations, a greater level of gender equality is associated with decreased discrimination towards women, resulting in an increase in reported life satisfaction for both genders (Napier, et al., 2010).
- As organizations consider implementing progressive policies, such as providing same-sex partner health benefits, local legislation can have a positive impact on successful implementation, prompting action (Chuang, et al., 2011).
- The relationship between family supportive policies and gender inequality is a trade-off, where stronger family policies promote labor force participation rates for women but not occupational advancement. The absence of strong family policy does not provide a safety net for disadvantaged women, but does increase potential for women to rise up the corporate ranks (Mandel, 2011).

### THE KANTER AWARD

Named in honor of Rosabeth Moss Kanter, identified as the most influential contributor to modern literature on work and family, the Kanter Award is given for the best research paper(s) published during the year. The rigorous nomination process involves 73 scholars from 11 countries in North America, Europe, Asia, and the South Pacific who select from over 2000 articles published in 75 scholarly journals. **The Center for Families at Purdue University** and the **Boston College Center for Work & Family** developed the Rosabeth Moss Kanter Award to raise the awareness of high quality work-family research, foster debate about standards of excellence, identify the “best of the best” studies on which to base future research, and outline specific implications of the research for scholar, consultant, and practitioner communities. Through the generous sponsorship of the **Corporate Partners of the Boston College Center for Work & Family**, the standards of quality will continue to rise, and actionable findings will inform policy and best people practices in progressive organizations.

## KANTER 2011 AND 2012 NOMINATED ARTICLES

### 2011 Nominees

Cha, Y. (2010). Reinforcing Separate Spheres: The Effect of Spousal Overwork on Men's and Women's Employment in Dual-Earner Households. *American Sociological Review* 75(2), 303-329. yc328@cornell.edu

Cooke, L.P. & Gash, V. (2010). Wives' Part-time Employment and Marital Stability in Great Britain, West Germany and the United States. *Sociology* 44(6), 1091-1108. vanessa.gash@manchester.ac.uk **FINALIST**

Coursolle, K.M., Sweeney, M.M., Raymo, J.M., & Ho, J. (2010). The Association Between Retirement and Emotional Well-being: Does Prior Work-Family Conflict Matter? *Journal of Gerontology: Social Sciences* 65B(5), 609-620. kcoursolle@ucla.edu

Davis, S. (2010). Is justice contextual? Married women's perspectives of fairness of the division of household labor in 12 nations. *Journal of Comparative Family Studies* 41(1), 19-39. sdavis@gmu.edu

**Hodges, M.J. & Budig, M.J. (2010). Who Gets the Daddy Bonus?: Organizational Hegemonic Masculinity and the Impact of Fatherhood on Earnings. *Gender & Society* 24(6), 717-745. mjhodges@soc.umass.edu WINNER**

Lively, K.J., Steelman, L.C., & Powell, B. (2010). Equity, Emotion, and Household Division of Labor. *Social Psychology Quarterly* 73(4), 358-379. kathryn.j.lively@dartmouth.edu **FINALIST**

Mills, M. & Aht, K. (2010). Nonstandard Work Schedules and Partnership Quality: Quantitative and Qualitative Findings. *Journal of Marriage and Family* 72, 860 - 875. m.c.mills@rug.nl **FINALIST**

Napier, J.L., Thorisdottir, H. & Jost, J.T. (2010). The Joy of Sexism? A Multinational Investigation of Hostile and Benevolent Justifications for Gender Inequality and Their Relations to Subjective Well-Being. *Sex Roles* 6, 405-419. jaime.napier@yale.edu **FINALIST**

Pleau, R.L. (2010). Gender Differences in Postretirement Employment. *Research on Aging* 32(3), 267-303. rlpleau@ucdavis.edu

Powell, G.N., & Greenhaus, J.H. (2010). Sex, Gender, and the work-to-family interface: Exploring negative and positive interdependencies. *Academy of Management Journal* 53(3), 513-534. gpowell@business.uconn.edu **FINALIST**

Rivers-Moore, M. (2010). But the kids are okay: motherhood, consumption and sex work in neo-liberal Latin America. *The British Journal of Sociology* 61(4), 716-736. megan.riversmoore@gmail.com **FINALIST**

### 2012 Nominees

Chuang, Y., Church, R., & Ophir, R. (2011). Taking Sides: The Interactive Influences of Institutional Mechanisms on the Adoption of Same-Sex Partner Health Benefits by Fortune 500 Corporations, 1990-2003. *Organization Science* 22(1), 190-209. ychuang@yorku.ca

Gassman-Pines, A. (2011). Associations of Low-Income Working Mothers' Daily Interactions With Supervisors and Mother-Child Interactions. *Journal of Marriage and Family* 73: 77-76. agassman.pines@duke.edu

Greenman, E. (2011). Asian American-White Differences in the Effect of Motherhood on Career Outcomes. *Work and Occupations* 38(1), 37-67. ekg15@psu.edu **FINALIST**

Hammer, L.B., Kossek, E.E., Anger, W.K., Bodner, T., & Zimmerman, K.L. (2011). Clarifying Work-Family Intervention Processes: The Roles of Work-Family Conflict and Family-Supportive Supervisor Behaviors. *Journal of Applied Psychology* 96(1): 134-150. hammerl@pdx.edu **FINALIST**

Kotsadam, A. & Finseraas, H. (2011). The state intervenes in the battle of the sexes: Causal effects of paternity leave. *Social Science Research* 40, 1611-1622. Andreas. Kotsadam@economics.gu.se **FINALIST**

Mandel, H. (2011). Rethinking the paradox: tradeoffs in work-family policy and patterns of gender inequality. *Community, Work & Family* 14:2, 159-176. hadasm@post.tau.ac.il **FINALIST**

Petersen, T., Penner, A., & Hogsnes, G. (2011). "The Male Marital Wage Premium: Sorting Versus Differential Pay," *Industrial & Labor Relations Review* 64:2, article 4, 283-304. trond@haas.berkeley.edu **FINALIST**

**Sayer, L.C., England, P., Allison, P.D., & Kangas, K. (2011). She Left, He Left: How Employment and Satisfaction Affect Women's and Men's Decisions to Leave Marriages. *American Journal of Sociology* 116:6, 1982-2018. sayer.12@sociology.osu.edu WINNER**

Schieman, S., & Young, M. (2011). Economic Hardship and Family-to-Work Conflict: The Importance of Gender and Work Conditions. *Journal of Family and Economic Issues* 32: 46-61. scott.schieman@utoronto.ca

Wheeler, L.A., Updegraff, K.A., & Crouter, A. (2011). Work and Mexican American Parent-Adolescent Relationships: The Mediating Role of Parent Well-Being. *Journal of Family Psychology* 25(1): 107-116. lorey@asu.edu

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