

Leadership Excellence and Gender in Organizations

Attraction to and availability of family-friendly benefits based on gender, income and parental status

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We argue that the supposition that women value family-friendly benefits more than men and may even be willing to sacrifice salary for them is complicated by intersections between gender, parental status, and income. In study 1, we examine who is attracted to family-friendly benefits, using a policy capturing study. In study 2, we examine whether our findings regarding attraction extend to availability; specifically whether salary is less predictive of availability for some groups than for others using within-person, longitudinal data from the NLSY79 and 97. In both samples, we also investigate the role of gender role orientation, adding an attitudinal component to the demographic differences we hypothesize. We find some support for the theory that those who need these policies are likely to be attracted to them and have the policies available to them, but we find no evidence that these policies are valued enough to sacrifice pay for them. The overarching gendered nature of these policies is observed, particularly in the differences observed between availability and attraction. Practical implications for how work and family benefits are offered in organizations and theoretical implications for how work and family benefits are studied are discussed.