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Conference on Diversity, Equity and Inclusion in Economics, Finance, and Central Banking

Masculinity, Inclusion and Norms

Retaining talent in organizations

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Women are under-represented and feel less included in academia

- Lower proportion of female faculty in economics, finance, business
Especially in higher ranks (leaky pipeline)
- Culture in academia is stereotypically male: masculine behaviors like aggressiveness, work over family and competitiveness as keys to success
- Females do not conform to the normative stereotype, treated less well
 - Less value for equal work contribution (Sarsons, 2017)
 - Less publications/citations (Card et al., 2020)
 - Women are asked more patronizing or even hostile questions in seminars (Dupas et al., 2021).

→ Female academics feel less included in their organizations and their profession (AEA climate survey, 2017)



Making the environment “better” for women?

- Increasing gender equality through representation
 - Recruitment/promotions quotas
- Increasing sense of inclusion and belonging
 - Implicit bias training, DE&I officers/initiatives
- But with mixed results, and potentially trade-offs
- For women:
 - **Activates gender bias** and fail to address pervasive masculine norms (Dobbin and Kalev, 2016)
 - **Gender fatigue:** Women more invested in/burdened by DE&I initiative
- For men:
 - **Backlash:** generates resentment from males (Deschamps, 2021)
 - **Fixed-pie bias:** Necessary trade-off to more inclusion/equality (Brown et al., 2022)

→ Co-existing norms of masculinity, inclusion and equality in academia



This paper

Do women and men have different perceptions of **masculinity, inclusion and equality norms** in their work environment?

How do these perceptions of the workplace norms relate to individuals' sense of well-being and intentions to leave? Is this different for men and women?

Are there trade-offs for men to making workplace norms friendlier to women (i.e., less masculine, more inclusive)?



Outline

Context

This paper

Data and method

Framework

Results

Discussion



Data and method

- 6 academic (business) institutions in 6 different countries
- Validated scales of perceptions, turnover intentions, well-being, controls (household status, years in the institution, research department etc)
- Staff and faculty (different gender distributions)
- Sample:

Gender	Occupation		Total
	Staff	Faculty	
Male	162	175	337
	22.24	55.21	32.16
Female	569	142	711
	77.84	44.79	67.84
Total	731	317	1048
	69.75	30.25	100

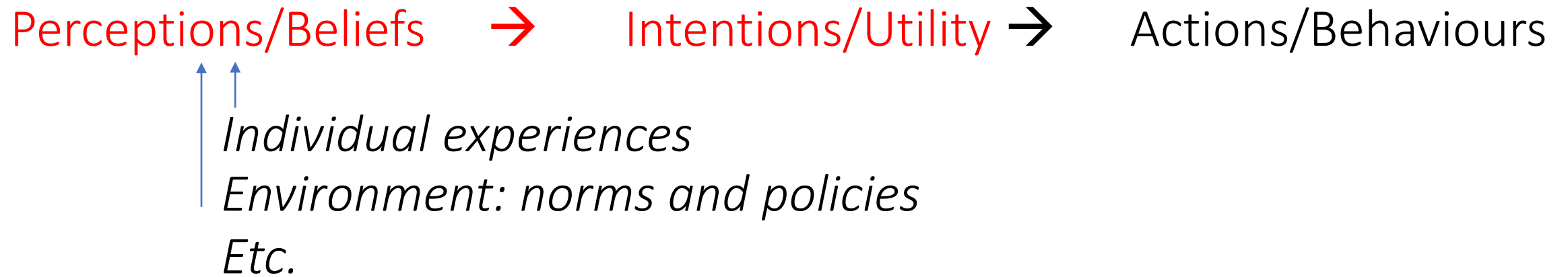
Notes: First line is the number of observations; Second line is the share in %.



Data and method: What we are identifying

- We identify conditional correlations with survey measures
 - Individual controls
 - Institutional x Department fixed effects
- We address concerns related to survey data
 - Common method bias
 - Harman test (<40% of total variance, Cohen and Ehrlich, 2019) and factor analysis
- We account for endogeneity and sample selection
 - Oster, 2019: bound that measures the sensitivity of the main estimates to the inclusion of observable variables, to generate information on their likely sensitivity to unobservable/omitted variables
 - Different sample selection by gender and by occupation

Exploring the link between norms and intentions



Exploring the link between norms and intentions

Perceptions/Beliefs → Intentions/Utility → Actions/Behaviours

We explore 3 dimensions of organizational norms and culture:

- Masculine Contest Culture (*Glick et al., 2018*)
- Gender Equality Support
- Climate For Inclusion (*Nishii, 2013*)



Exploring the link between norms and intentions

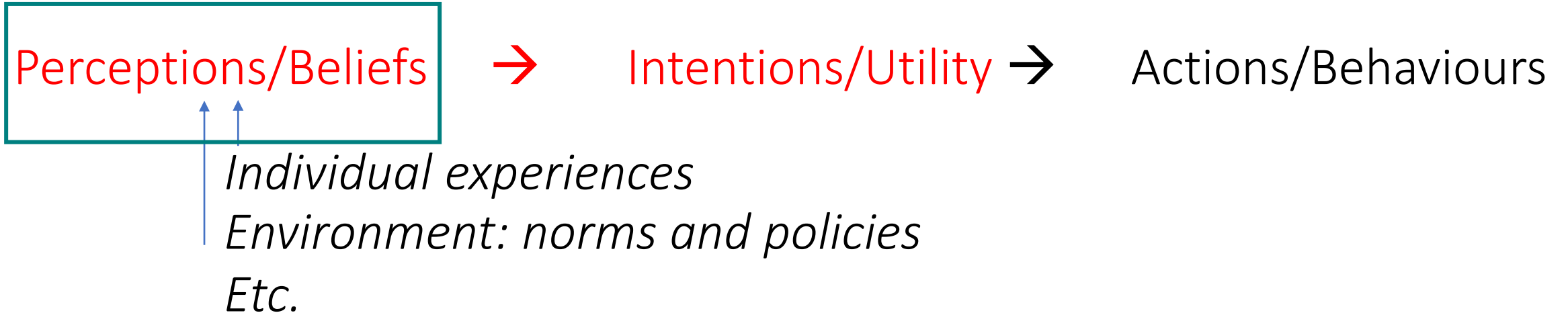
Perceptions/Beliefs → Intentions/Utility → Actions/Behaviours

We explore 2 dimensions of intentions/utility

- **Turnover** intentions (0.7 correlation with actual turnover, *Cho & Lewis, 2012*)
- Workplace **well-being** (*Bartels et al., 2019, -0.39* correlation with actual turnover, *Wright and Bonett, 2007*)



Exploring the link between norms and intentions



Explaining perceptions

Estimated effect of individual and institutional factors on perceptions of the workplace

	(1) Inclusion climate	(2) Masculine culture	(3) Gender equality support	(4) Inclusion climate	(5) Masculine culture	(6) Gender equality support	(7) Inclusion climate	(8) Masculine culture	(9) Gender equality support
Female	-0.221* (0.088)	0.155 (0.095)	-0.480*** (0.083)	-0.172* (0.078)	0.170 (0.097)	-0.425*** (0.091)	-0.166** (0.063)	0.155* (0.069)	-0.425*** (0.095)
Faculty				-0.363*** (0.013)	0.289*** (0.019)	-0.348*** (0.020)	-0.295*** (0.065)	0.118 (0.067)	-0.343*** (0.055)
Female x Faculty							-0.091 (0.070)	0.231** (0.069)	-0.007 (0.076)
Institution x Department fixed effects	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Controls*	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<i>N</i>	1048	1048	1048	1048	1048	1048	1048	1048	1048
<i>R</i> ²	0.053	0.061	0.100	0.112	0.096	0.142	0.114	0.106	0.142
adj. <i>R</i> ²	0.039	0.047	0.087	0.078	0.061	0.109	0.078	0.070	0.108

Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Explaining perceptions

Estimated effect of individual and institutional factors on perceptions of the workplace

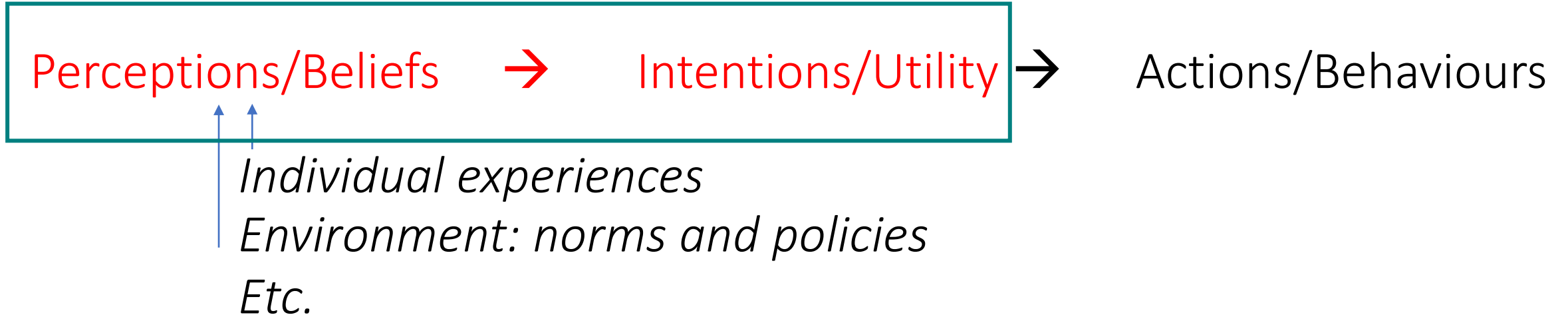
	(1) Inclusion climate	(2) Masculine culture	(3) Gender equality support	(4) Inclusion climate	(5) Masculine culture	(6) Gender equality support	(7) Inclusion climate	(8) Masculine culture	(9) Gender equality support
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Faculty				-0.363*** (0.013)	0.289*** (0.019)	-0.348*** (0.020)	-0.295*** (0.065)	0.118 (0.067)	-0.343*** (0.055)
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Institution x Department fixed effects	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Controls*	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<i>N</i>	1048	1048	1048	1048	1048	1048	1048	1048	1048
<i>R</i> ²	0.053	0.061	0.100	0.112	0.096	0.142	0.114	0.106	0.142
adj. <i>R</i> ²	0.039	0.047	0.087	0.078	0.061	0.109	0.078	0.070	0.108

Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Exploring the link between norms and intentions



Explaining turnover intentions

Estimated effect of individuals' perception of the workplace on turnover intentions

	(1) Turnover intentions	(2) Turnover intentions	(3) Turnover intentions	(4) Turnover intentions	(5) Turnover intentions	(6) Turnover intentions	(7) Turnover intentions
Female	0.160** (0.041)	0.075 (0.091)	0.054 (0.039)	0.111** (0.042)	0.034 (0.040)	0.035 (0.054)	-0.034 (0.079)
Faculty		0.202*** (0.009)					0.011 (0.013)
Climate for inclusion			-0.428*** (0.024)			-0.312*** (0.021)	-0.293*** (0.019)
Masculinity contest culture				0.379*** (0.037)		0.228*** (0.022)	0.247*** (0.021)
Gender equality support					-0.244*** (0.030)	-0.051** (0.017)	-0.039 (0.022)
Institution x Department fixed effects	No	Yes	No	No	No	No	Yes
Controls*	No	Yes	No	No	No	No	Yes
<i>N</i>	1048	1048	1048	1048	1048	1048	1048
<i>R</i> ²	0.006	0.094	0.199	0.160	0.077	0.246	0.293
adj. <i>R</i> ²	0.005	0.059	0.194	0.154	0.071	0.239	0.263

Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Explaining workplace well-being

Estimated effect of individuals' perception of the workplace on well-being

	(1) Workplace well-being	(2) Workplace well-being	(3) Workplace well-being	(4) Workplace well-being	(5) Workplace well-being	(6) Workplace well-being	(7) Workplace well-being
Female	-0.097 (0.062)	0.039 (0.062)	0.018 (0.017)	-0.046 (0.034)	0.038 (0.044)	0.044 (0.027)	0.161*** (0.021)
Faculty		-0.107*** (0.005)					0.096*** (0.015)
Climate for inclusion			0.437*** (0.057)			0.352*** (0.057)	0.351*** (0.047)
Masculinity contest culture				-0.316*** (0.040)		-0.145** (0.036)	-0.175*** (0.035)
Gender equality support					0.247*** (0.021)	0.067* (0.027)	0.071** (0.026)
Institution x Department fixed effects	No	Yes	No	No	No	No	Yes
Controls*	No	Yes	No	No	No	No	Yes
<i>N</i>	1048	1048	1048	1048	1048	1048	1048
<i>R</i> ²	0.002	0.124	0.232	0.144	0.103	0.255	0.332
adj. <i>R</i> ²	0.001	0.090	0.227	0.138	0.097	0.248	0.304

Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01
 *Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Explaining workplace well-being

Estimated effect of individuals' perception of the workplace on well-being

	(1) Workplace well-being	(2) Workplace well-being	(3) Workplace well-being	(4) Workplace well-being	(5) Workplace well-being	(6) Workplace well-being	(7) Workplace well-being
Female	-0.097 (0.062)	0.039 (0.062)	0.018 (0.017)	-0.046 (0.034)	0.038 (0.044)	0.044 (0.027)	0.161*** (0.021)
Faculty		-0.107*** (0.005)					0.096*** (0.015)
Climate for inclusion			0.437*** (0.057)			0.352*** (0.057)	0.351*** (0.047)
Masculinity contest culture				-0.316*** (0.040)		-0.145** (0.036)	-0.175*** (0.035)
Gender equality support					0.247*** (0.021)	0.067* (0.027)	0.071** (0.026)
Institution x Department fixed effects	No	Yes	No	No	No	No	Yes
Controls*	No	Yes	No	No	No	No	Yes
<i>N</i>	1048	1048	1048	1048	1048	1048	1048
<i>R</i> ²	0.002	0.124	0.232	0.144	0.103	0.255	0.332
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Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01
 *Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Turnover trade-offs?

Estimated effects of gender and occupation on the relation between institutional perceptions and turnover intentions

	(1) Turnover intentions	(2) Turnover intentions	(3) Turnover intentions	(4) Turnover intentions
Female	-0.034 (0.079)	-0.040 (0.080)	-0.036 (0.081)	-0.040 (0.076)
Faculty	0.011 (0.013)	0.003 (0.011)	0.014 (0.013)	0.034 (0.031)
Climate for inclusion	-0.293*** (0.019)	-0.270*** (0.031)	-0.291*** (0.017)	-0.253*** (0.040)
Masculinity contest culture	0.247*** (0.021)	0.291*** (0.030)	0.248*** (0.021)	0.298*** (0.024)
Gender equality support	-0.039 (0.022)	-0.066 (0.057)	-0.040 (0.022)	-0.081 (0.052)
Female x Climate for inclusion		-0.031 (0.025)		-0.050 (0.045)
Female x Masculinity contest culture		-0.062 (0.050)		-0.067 (0.051)
Female x Gender equality support		0.036 (0.071)		0.054 (0.069)
Faculty x Climate for inclusion			-0.015 (0.033)	-0.024 (0.038)
Faculty x Masculinity contest culture			0.001 (0.026)	-0.007 (0.029)
Faculty x Gender equality support			0.019 (0.030)	0.023 (0.029)
Female x Faculty				-0.039 (0.054)
Institution x Department fixed effects	Yes	Yes	Yes	Yes
Controls*	Yes	Yes	Yes	Yes
N	1048	1048	1048	1048
R ²	0.293	0.293	0.293	0.294
adj. R ²	0.263	0.262	0.261	0.260

Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution

Well-being trade-offs?

Estimated interaction effects of gender and occupation on the relation between institutional perceptions and well-being

	(1) Workplace well-being	(2) Workplace well-being	(3) Workplace well-being	(4) Workplace well-being
Female	0.161*** (0.021)	0.170*** (0.020)	0.153*** (0.019)	0.158*** (0.017)
Faculty	0.096*** (0.015)	0.104*** (0.022)	0.090*** (0.017)	0.059* (0.029)
Climate for inclusion	0.351*** (0.047)	0.316*** (0.065)	0.357*** (0.034)	0.346*** (0.059)
Masculinity contest culture	-0.175*** (0.035)	-0.202** (0.071)	-0.173*** (0.036)	-0.200** (0.065)
Gender equality support	0.071** (0.026)	0.123*** (0.026)	0.067** (0.018)	0.105** (0.037)
Female x Climate for inclusion		0.048 (0.054)		0.013 (0.062)
Female x Masculinity contest culture		0.037 (0.087)		0.035 (0.073)
Female x Gender equality support		-0.070* (0.027)		-0.051 (0.035)
Faculty x Climate for inclusion			-0.051 (0.031)	-0.048 (0.034)
Faculty x Masculinity contest culture			0.002 (0.029)	0.004 (0.022)
Faculty x Gender equality support			0.031 (0.041)	0.028 (0.041)
Female x Faculty				0.051 (0.032)
Institution x Department fixed effects	Yes	Yes	Yes	Yes
Controls*	Yes	Yes	Yes	Yes
N	1048	1048	1048	1048
R ²	0.332	0.333	0.335	0.336
adj. R ²	0.304	0.303	0.305	0.303

Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution

The data collection received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no GA872499



Discussion

Implications for organizational outcomes

- Masculine norms benefit neither women, nor men. And, they are particularly pervasive **among faculty occupations**.
- Improving perceptions of masculinity and inclusion appear as promising levers **with no evidence of trade-offs**
 - +1sd in masculinity could imply 8-13% increase in actual turnover
 - +1sd in inclusion could imply 9.4-14% decrease in actual turnover

Trade-offs to changing perceptions?

- Men benefit from support to gender equality. Women don't.
- Gender fatigue?



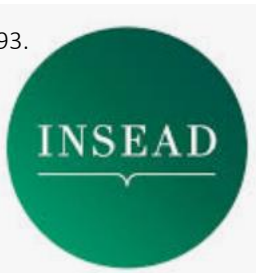
Thank you



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Annexes

Survey measures: perceptions

- Masculine Norms: Masculinity Contest culture scale (adapted from Glick et al, 2018)
 - In my institution, admitting you don't know the answer looks weak
 - In my institution, it's important to be in good physical shape to be respected
 - In my institution, taking days off is frowned upon
 - In my institution, if you don't stand up for yourself people will step on you
- Climate for Inclusion (adapted from Nishii 2013)
 - My institution is characterized by a non-threatening environment in which people can be their "true-selves"
 - My institution commits resources to ensuring that employees are able to resolve conflicts effectively
 - In my institution, employees' insights are used to rethink or redefine work practices
- Gender Equality:
 - "My institution is committed to promoting gender equality"



Survey measures: organizational outcomes

- Turnover Intentions: (Scale adapted from Bothma and Roodt, 2013)
 - During the past year, I have often considered leaving my job
 - I am likely to accept another job at the same compensation level should it be offered to me
- Workplace Wellbeing: (Scale adapted from Bartels et al, 2019)
 - I have a strong sense of belonging towards my institution
 - I am emotionally energized at work
 - I feel I am able to continuously develop as a person in my job
 - I feel that I have purpose at work



Survey measures: control variables

Socio-demographic and household structure

- SEX: What is your sex?
- MINORITY STATUS: Do you personally identify with an ethnic minority group?
- SPOUSE: Do you have a partner or spouse?
- BREADWINNER: Who is the main breadwinner in your household?
- CARE: Do you have caring responsibilities for dependent children and/or adults?

Institutional parameters

- DEPARTMENT: What best describes your field of research?
- YEARS: How long have you been in your institution?
- INSTITUTION



Annexes

Descriptive statistics: response rate

Response rate by gender and occupation

	Female faculty	Male faculty	Female staff	Male staff	Total
Total respondents (N)	150	234	649	187	1220
Total institution (N)	373	598	1385	506	2862
Response rate (%)	40.21	39.13	46.86	36.96	42.63



Annexes

Descriptive statistics: main variables

	(1) Min	(2) Max	(3) Full sample - mean	(4) Full sample - sd	(5) Male sample - mean	(6) Male sample - mean	(7) Female sample - mean	(8) Female sample - mean	(9) Difference on mean average
Gender equality support	1	5	3.60	(1.01)	3.89	(0.90)	3.47	(1.03)	***
Climate for inclusion	1	5	3.32	(0.89)	3.45	(0.85)	3.26	(0.90)	***
Masculinity contest culture	1	5	2.50	(0.74)	2.44	(0.72)	2.53	(0.75)	*
Eudaimonic workplace well-being	1	5	3.79	(0.79)	3.84	(0.77)	3.77	(0.80)	
Turnover intentions	1	5	2.58	(1.11)	2.46	(1.10)	2.64	(1.11)	**
<i>N</i>			1048		337		711		1048
Correlation matrix	Gender equality support		Climate for inclusion		Masculinity contest culture		Eudaimonic workplace well-being		Turnover intentions
Gender equality support	1.000								
Climate for inclusion	0.362***		1.000						
Masculinity contest culture	-0.281***		-0.431***		1.000				
Eudaimonic workplace well-being	0.261***		0.415***		-0.308***		1.000		
Turnover intentions	-0.225***		-0.407***		0.371***		-0.535***		1.000
<i>N</i>					1048				

mean coefficients; sd in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$



Annexes

Descriptive statistics: main variables

	(1) Min	(2) Max	(3) Full sample - mean	(4) Full sample - sd
Gender:				
Male	0	1	0.32	(0.47)
Female	0	1	0.68	(0.47)
Minority status	0	1	0.11	(0.31)
Has care responsibilities:	0	1	0.53	(0.50)
Has spouse:	0	1	0.82	(0.39)
Main breadwinner:				
Roughly equal balance	0	1	0.46	(0.50)
Respondents' spouse	0	1	0.23	(0.42)
Respondent	0	1	0.32	(0.47)
Respondent years in the institution:				
Under 3 years	0	1	0.24	(0.43)
3-7 years	0	1	0.24	(0.43)
Over 7 years	0	1	0.52	(0.50)
Department:				
Staff department	0	1	0.72	(0.45)
Accounting, Economics, Finance, Politics	0	1	0.08	(0.26)
Decision Sciences, Marketing, Operations	0	1	0.10	(0.30)
Entrepreneurship, Organizational Behavior	0	1	0.09	(0.29)
Other department	0	1	0.01	(0.11)
<i>N</i>			1048	

mean coefficients; sd in parentheses

* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$



Annexes

Bounding estimates (Oster, 2019)

	(1) $\hat{\beta}$ (s. e.)	(2) $[\hat{\beta}, \beta^*(R_{Max}^2, \delta = 1)]$
Full sample		
<i>Turnover intentions</i>		
Climate for inclusion	-0.253*** (0.016)	[-0.253, -0.088]
Masculinity contest culture	0.298*** (0.024)	[0.070, 0.298]
Gender equality support	-0.081 ns (0.052)	[-0.081, 0.021]
<i>Eudaimonic workplace well-being</i>		
Climate for inclusion	0.346*** (0.043)	[0.147, 0.346]
Masculinity contest culture	-0.200** (0.029)	[-0.200, -0.059]
Gender equality support	0.105** (0.021)	[-0.017, 0.105]
Female sample		
<i>Turnover intentions</i>		
Climate for inclusion	-0.300*** (.022)	[-0.300, -0.088]
Masculinity contest culture	0.242*** (.030)	[0.074, 0.242]
Gender equality support	-0.029 ns (.033)	[-0.029, 0.019]
<i>Eudaimonic workplace well-being</i>		
Climate for inclusion	0.354*** (.039)	[0.127, 0.354]
Masculinity contest culture	-0.174** (.040)	[-0.174, -0.051]
Gender equality support	0.053 ns (.029)	[-0.007, 0.053]
Male sample		
<i>Turnover intentions</i>		
Climate for inclusion	-0.268** (0.039)	[-0.268, -0.087]
Masculinity contest culture	0.260** (0.034)	[0.092, 0.260]
Gender equality support	-0.072 ns (0.071)	[-0.072, -0.006]



Annexes

Bounding estimates (Oster, 2019)

<i>Eudaimonic workplace well-being</i>		
Climate for inclusion	0.312* (0.09)	[0.157, 0.312]
Masculinity contest culture	-0.175* (0.05)	[-0.175, -0.070]
Gender equality support	0.087*** (0.01)	[0.012, 0.087]
Faculty sample		
<i>Turnover intentions</i>		
Climate for inclusion	-0.325** (0.051)	[-0.325, -0.124]
Masculinity contest culture	0.248** (0.061)	[0.248, 0.093]
Gender equality support	-0.001 <i>ns</i> (0.042)	[-0.001, 0.019]
<i>Eudaimonic workplace well-being</i>		
Climate for inclusion	0.265** (0.060)	[0.132, 0.265]
Masculinity contest culture	-0.142* (0.035)	[-0.142, -0.053]
Gender equality support	0.057 <i>ns</i> (0.073)	[0.057, 0.019]
Staff sample		
<i>Turnover intentions</i>		
Climate for inclusion	-0.284** (.0345)	[-0.284, -0.063]
Masculinity contest culture	0.250*** (.0245)	[0.052, 0.250]
Gender equality support	-0.050 <i>ns</i> (.040)	[-0.050, 0.008]
<i>Eudaimonic workplace well-being</i>		
Climate for inclusion	0.387*** (.038)	[0.107, 0.387]
Masculinity contest culture	-0.174* (.046)	[-0.174, -0.039]
Gender equality support	-0.043 <i>ns</i> (.040)	[-0.043, -0.021]

Notes: results Column (1) are those from the full controlled regression models in Table 6 and 7.

Results from Column (2) are calculated with the method developed in Oster (2019). * $p < 0.10$ ** $p < 0.05$ *** $p < 0.01$



Annexes

Additional results: perceptions with disaggregated faculty ranks

Table: Estimated effect of individual and institutional factors on perceptions of the workplace

	(1) Inclusion climate	(2) Masculine culture	(3) Gender equality support	(4) Inclusion climate	(5) Masculine culture	(6) Gender equality support	(7) Inclusion climate	(8) Masculine culture	(9) Gender equality support
Female	-0.172* (0.073)	0.123 (0.093)	-0.465*** (0.088)	-0.159 (0.081)	0.137 (0.098)	-0.423*** (0.101)	-0.094 (0.078)	-0.001 (0.102)	-0.422** (0.143)
Assistant professor				-0.674*** (0.028)	0.549*** (0.059)	-0.746*** (0.072)	-0.538*** (0.085)	0.208 (0.142)	-0.846*** (0.058)
Associate professor				-0.799*** (0.182)	0.692** (0.210)	-0.643*** (0.089)	-0.617** (0.156)	0.461** (0.169)	-0.530** (0.140)
Professor				-0.639*** (0.073)	0.450*** (0.048)	-0.511*** (0.090)	-0.372* (0.173)	0.089 (0.176)	-0.679** (0.245)
Female x Assistant							-0.090 (0.086)	0.529*** (0.099)	0.030 (0.141)
Female x Associate							-0.175 (0.353)	0.309 (0.210)	-0.421 (0.405)
Female x Professor							-0.495** (0.129)	0.778** (0.256)	0.246 (0.297)
Institution x Department fixed effects	No	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Controls*	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
N	1007	1007	1007	1007	1007	1007	1007	1007	1007
R ²	0.062	0.061	0.104	0.111	0.098	0.145	0.114	0.109	0.149
adj. R ²	0.048	0.046	0.090	0.073	0.060	0.109	0.073	0.067	0.109

Reference rank: Staff; Standard errors clustered by institution; * p<0.10 ** p<0.05 *** p<0.01

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Annexes

Additional results: turnover with disaggregated faculty ranks

Table: Estimated effect of individuals' perception of the workplace on turnover intentions

	(1) Turnover intentions	(2) Turnover intentions	(3) Turnover intentions	(4) Turnover intentions	(5) Turnover intentions	(6) Turnover intentions	(7) Turnover intentions
Female	0.120* (0.056)	0.050 (0.099)	0.030 (0.053)	0.080 (0.056)	-0.001 (0.056)	0.014 (0.070)	-0.044 (0.092)
Assistant Professor		0.586*** (0.102)					0.228* (0.095)
Associate Professor		0.480** (0.181)					0.054 (0.110)
Professor		0.079 (0.164)					-0.236 (0.207)
Climate for inclusion			-0.423*** (0.025)			-0.309*** (0.021)	-0.296*** (0.023)
Masculinity contest culture				0.372*** (0.038)		0.227*** (0.023)	0.244*** (0.022)
Gender equality support					-0.236*** (0.024)	-0.050** (0.017)	-0.032 (0.025)
Institution x Department fixed effects	No	Yes	No	No	No	No	Yes
Controls*	No	Yes	No	No	No	No	Yes
<i>N</i>	1007	1007	1007	1007	1007	1007	1007
<i>R</i> ²	0.003	0.093	0.187	0.150	0.067	0.233	0.287
adj. <i>R</i> ²	0.002	0.054	0.182	0.144	0.061	0.227	0.255

Reference rank: Staff; Standard errors clustered by institution; * $p < 0.10$ ** $p < 0.05$ *** $p < 0.01$

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution



Annexes

Additional results: well-being with disaggregated faculty ranks

Table: Estimated effect of individuals' perception of the workplace on wellbeing

	(1) Workplace wellbeing	(2) Workplace wellbeing	(3) Workplace wellbeing	(4) Workplace wellbeing	(5) Workplace wellbeing	(6) Workplace wellbeing	(7) Workplace wellbeing
Female	-0.085 (0.058)	0.061 (0.063)	0.026* (0.012)	-0.029 (0.020)	0.055 (0.033)	0.048 (0.028)	0.166*** (0.032)
Assistant Professor		-0.316*** (0.028)					0.053 (0.035)
Associate Professor		-0.251 (0.253)					0.182 (0.127)
Professor		0.147 (0.100)					0.474*** (0.102)
Climate for inclusion			0.425*** (0.055)			0.344*** (0.056)	0.347*** (0.045)
Masculinity contest culture				-0.302*** (0.041)		-0.141** (0.039)	-0.170*** (0.036)
Gender equality support					0.231*** (0.010)	0.060* (0.029)	0.061* (0.024)
Institution x Department fixed effects	No	Yes	No	No	No	No	Yes
Controls*	No	Yes	No	No	No	No	Yes
<i>N</i>	1007	1007	1007	1007	1007	1007	1007
<i>R</i> ²	0.002	0.136	0.227	0.143	0.103	0.248	0.334
adj. <i>R</i> ²	0.001	0.099	0.222	0.137	0.097	0.242	0.304

Reference rank: Staff; Standard errors clustered by institution; * $p < 0.10$ ** $p < 0.05$ *** $p < 0.01$

*Variables: minority, care responsibilities, spouse, main breadwinner, institution, years in the institution

Additional results: trade-offs with disaggregated faculty ranks

In relation to turnover:

- The main effects of inclusion and masculinity are still large and significant, but here also is the perception of support to gender equality
- Masculinity seems to decrease female professors' turnover intentions, which is not the case for other groups
- Perceptions of support to gender equality matter more in decreasing female assistants and associates' turnover intentions

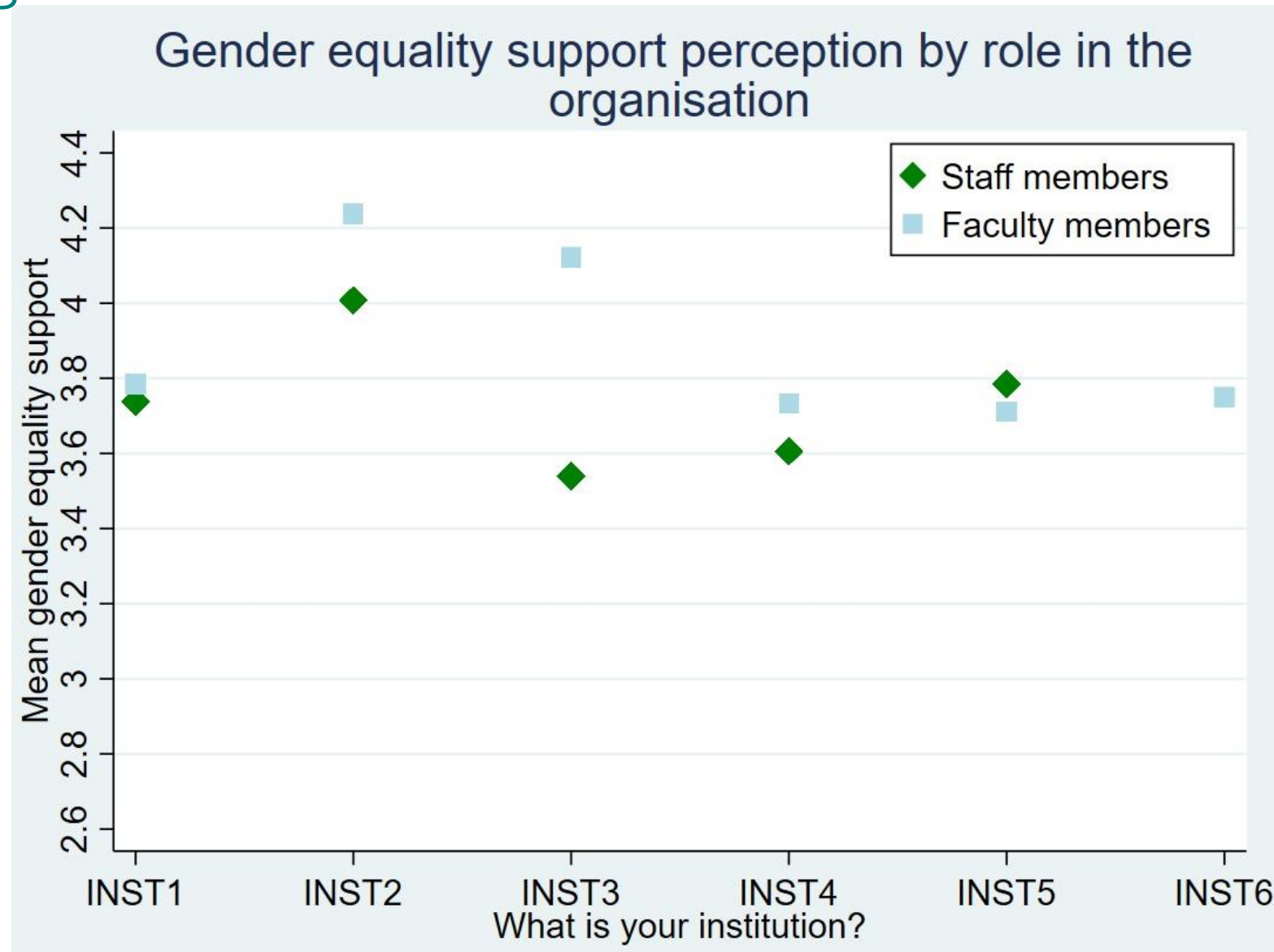
In relation to well-being?

- Main effect of inclusion stands, but no longer masculinity or support to inclusion
- Female professors benefit more from inclusion
- Female assistants suffer more from masculinity



Annexes

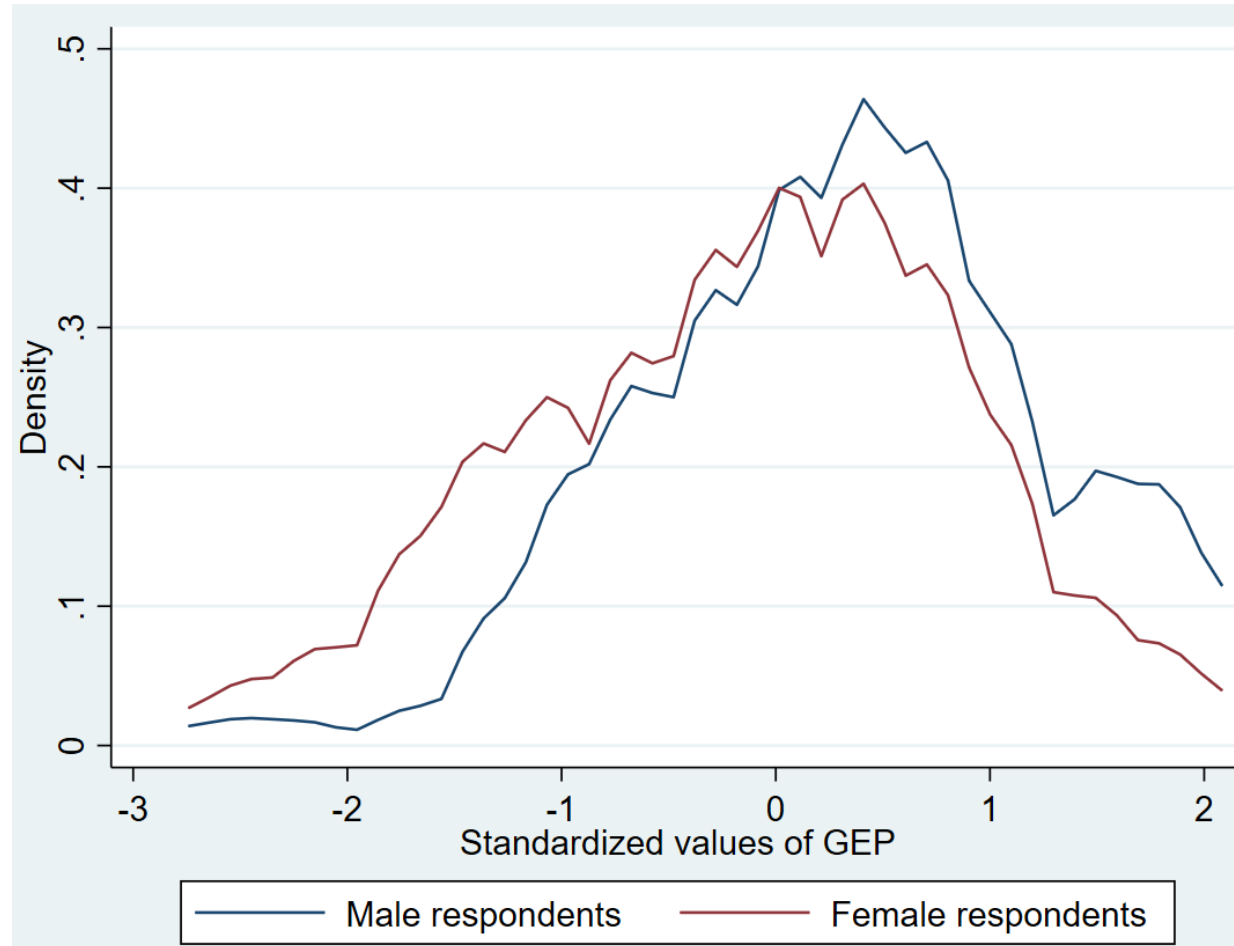
Additional figures



Annexes

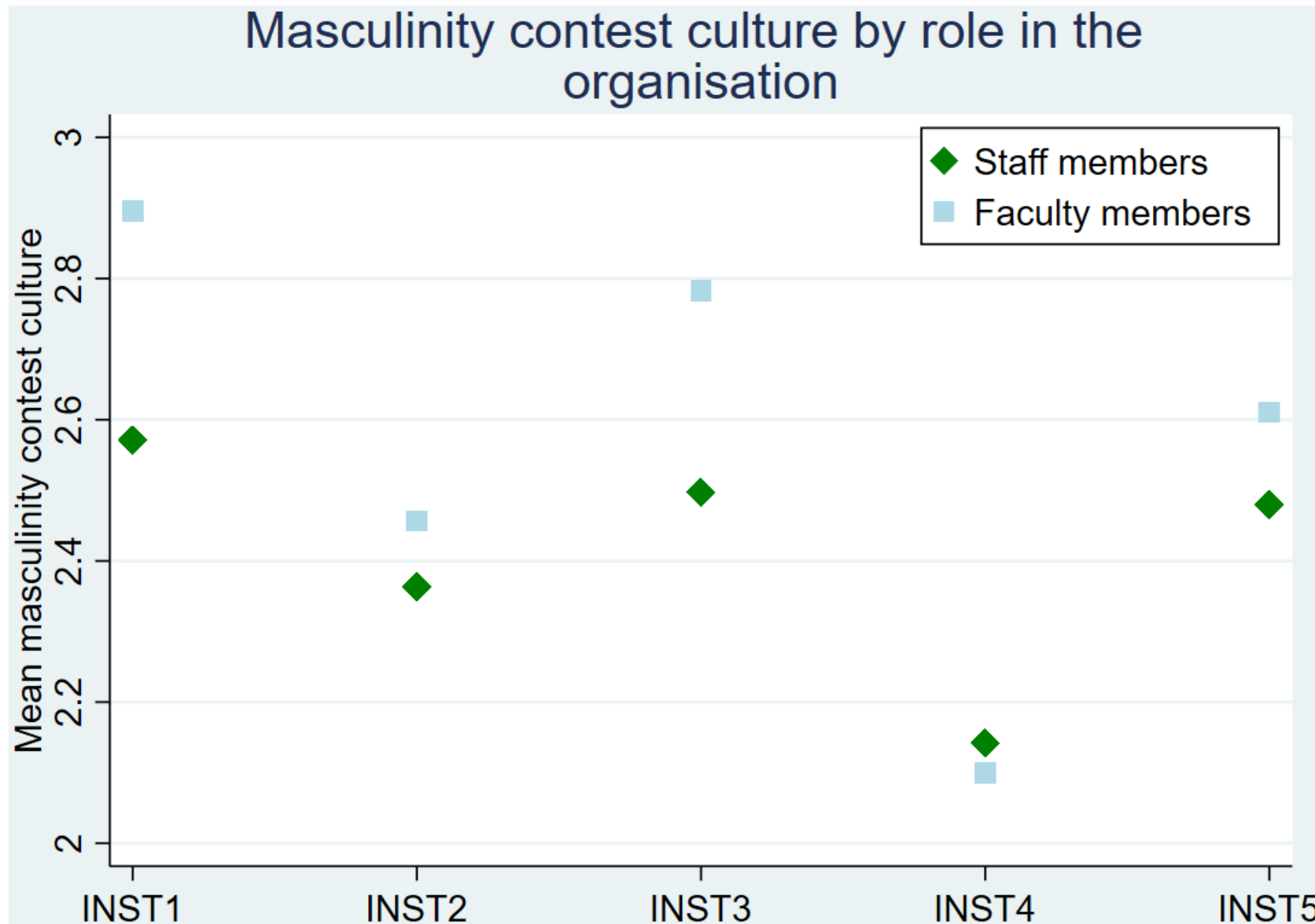
Additional figures

Kernel density by gender: Gender Equality Perception



Annexes

Additional figures



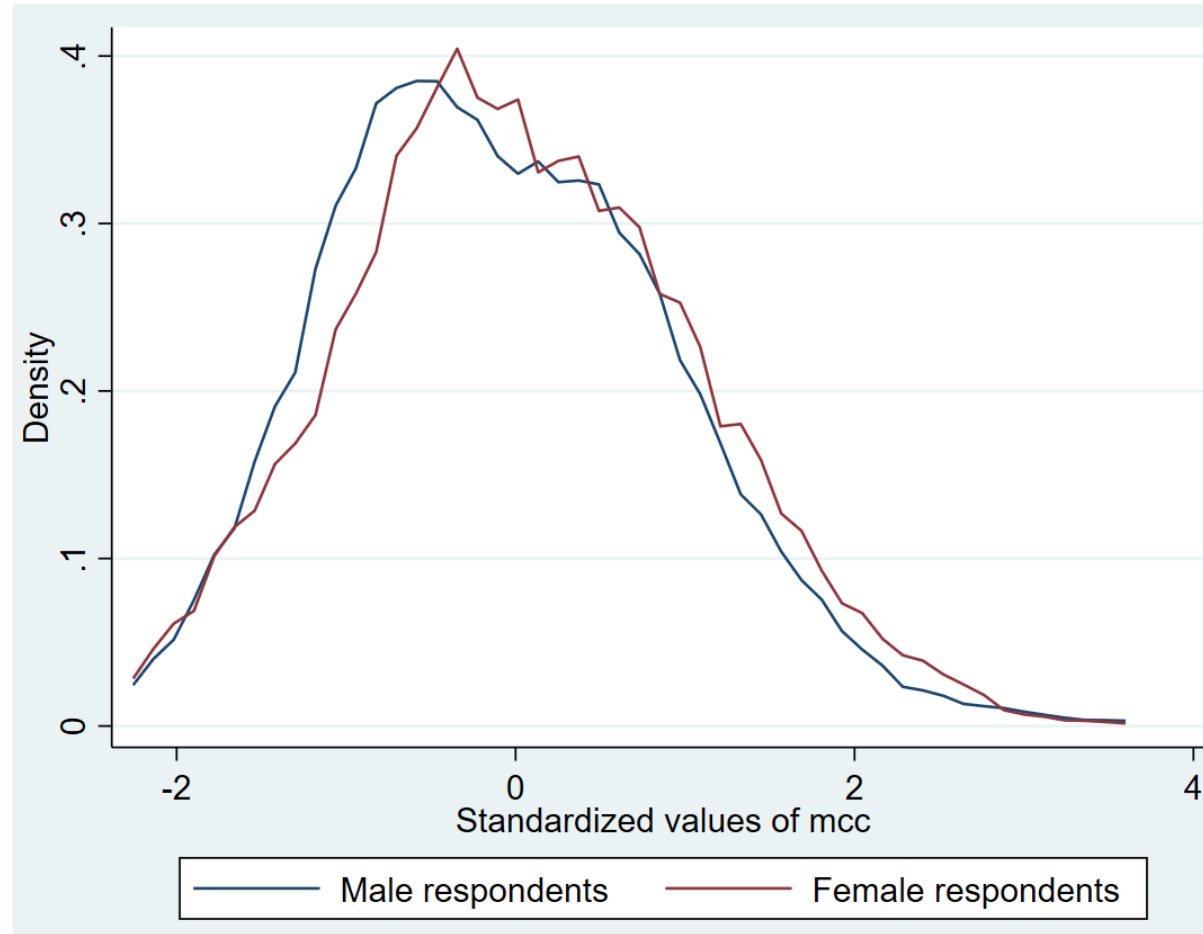
The data collection received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no GA872499



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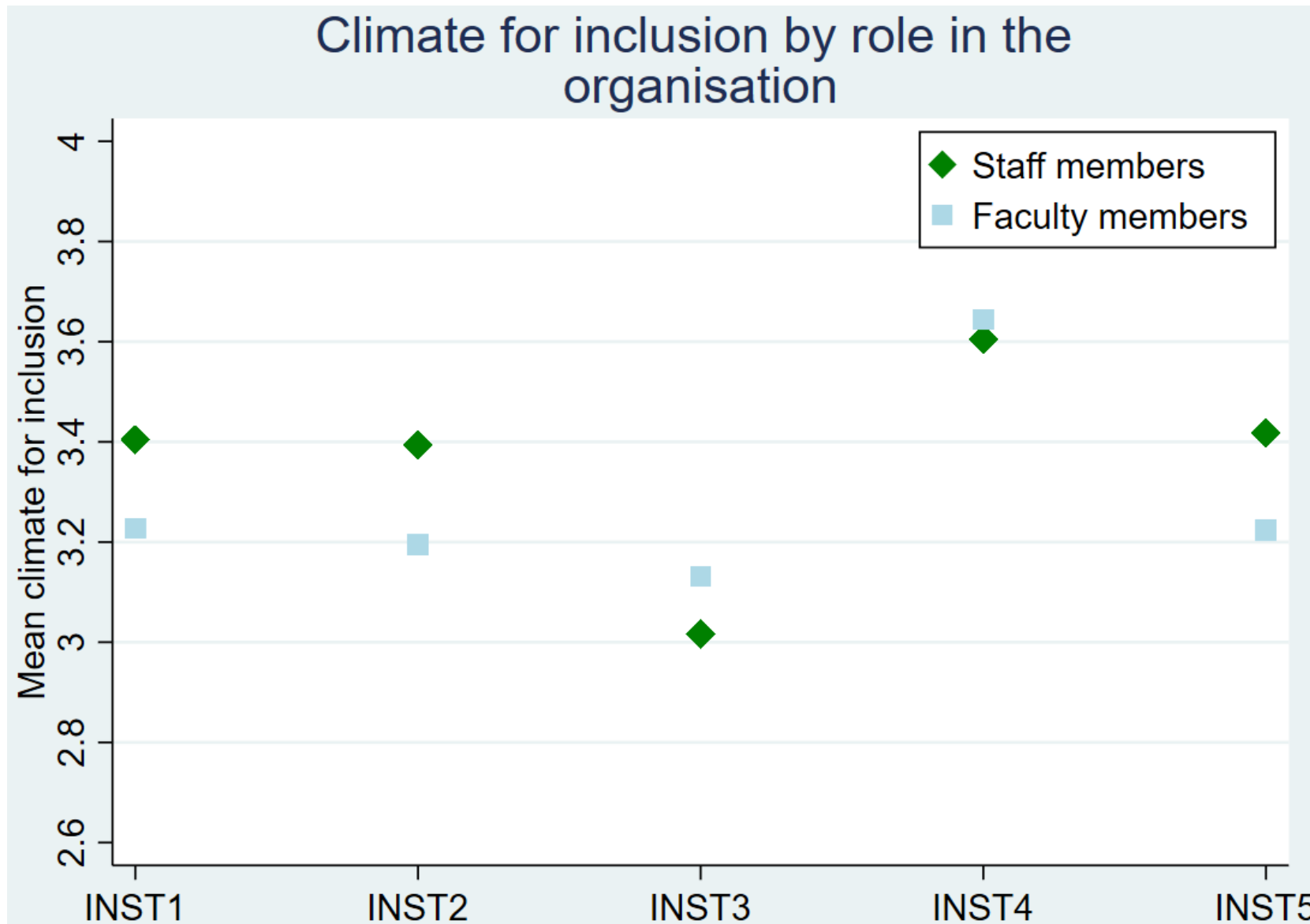
Additional figures

Kernel density by gender: Masculinity Contest Culture



Annexes

Additional figures



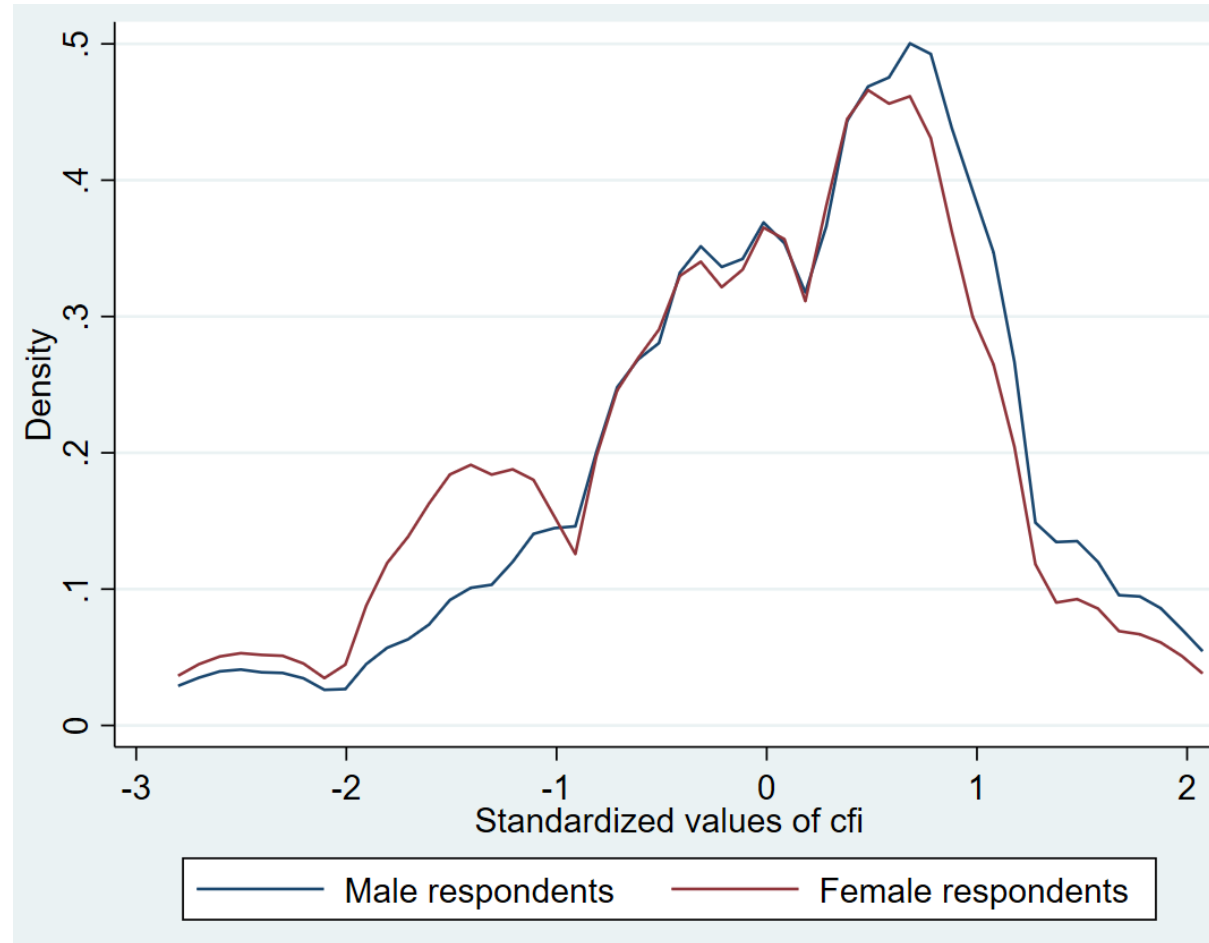
The data collection received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no GA872499



Annexes

Additional figures

Kernel density by gender: Climate For Inclusion



Annexes

EFA: correlation matrix of main survey items

	Mean	Std. Dev.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
(1) True-selves	3.60	0.89													
(2) No conflicts	3.22	0.85	0.529												
(3) Employee insight	3.28	1.02	0.433	0.473											
(4) Weakness	2.70	0.99	-0.292	-0.222	-0.218										
(5) Physical shape	2.25	0.98	-0.189	-0.150	-0.085	0.334									
(6) Days off	2.13	0.95	-0.257	-0.180	-0.221	0.380	0.342								
(7) Stand-up	2.92	1.13	-0.346	-0.273	-0.320	0.413	0.325	0.372							
(8) Gender equality support	3.60	1.01	0.216	0.295	0.285	-0.155	-0.156	-0.222	-0.183						
(9) Institutional belonging	3.87	0.95	0.276	0.216	0.245	-0.154	-0.121	-0.224	-0.225	0.213					
(10) Brother-sisterhood	3.68	1.02	0.321	0.254	0.301	-0.215	-0.143	-0.210	-0.297	0.125	0.408				
(11) Energy	3.71	0.98	0.216	0.184	0.315	-0.087	-0.099	-0.222	-0.241	0.188	0.502	0.379			
(12) Development	3.62	1.05	0.186	0.193	0.357	-0.159	-0.133	-0.191	-0.287	0.260	0.426	0.321	0.645		
(13) Purpose	3.96	0.88	0.153	0.127	0.243	-0.140	-0.110	-0.195	-0.226	0.163	0.469	0.261	0.625	0.642	
(14) Turnover	2.64	1.28	-0.269	-0.236	-0.291	0.225	0.104	0.197	0.374	-0.215	-0.315	-0.230	-0.366	-0.421	-0.390

**Note: Unstandardized items*



Annexes

EFA: Item loading on the three factors retained by the exploratory analysis

Variable	Eudaimonic workplace well- being	Climate for inclusion	Masculinity contest culture	Uniqueness
Energy	0.845	0.137	-0.047	0.264
Purpose	0.835	0.011	-0.098	0.293
Development	0.818	0.128	-0.098	0.305
Institutional belonging	0.669	0.214	-0.111	0.494
Brother/sisterhood	0.434	0.387	-0.179	0.630
No conflict	0.057	0.824	-0.083	0.310
True selves	0.093	0.773	-0.221	0.344
Employee insight	0.271	0.717	-0.064	0.408
Shape	-0.049	0.001	0.740	0.450
Weakness	-0.036	-0.218	0.713	0.443
Days off	-0.183	-0.117	0.695	0.470
Standup	-0.209	-0.326	0.608	0.481

