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MALE ALLYSHIP BEHAVIOUR:

A STUDY OF ANTECEDENTS AND CONSEQUENCES FOR MEN

A THESIS

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Abstract

It is a common notion that men often employ their masculinity to exclude women and non-hegemonic men in the organizational world to maintain the hegemonic masculinity, foster essentialist views of gender and might often resist initiatives aimed at women advancement and /or empowerment. However, I believe that women and men can and should work together towards gender inclusion rather than being viewed as two ends of a continuum in gender discrimination. Gender equality must be considered as a core business by women and men alike in the organizations. There has been a budding interest in the past decade in research on exploring the role that can be performed by men as agents of change for the cause of gender diversity and inclusion in organizations, including the #HeForShe campaign by United Nations Women. Yet, literature review suggests that research on the motivation men may have to contribute towards gender inclusion is lacking. There exists research gap especially empirical research in understanding the WHY and HOW of men's support in gender inclusion in organizational context, especially in non-western world it is practically non-existent . This study is an attempt to explore the antecedents and consequences, of male allyship behaviour towards women, for men to facilitate the path for equity and inclusiveness in organizational as well as domestic spheres.

The research used quantitative research method to empirically explore the antecedents and consequences of male allyship behavior in the workplace. Theoretical model was conceptualised after extensive literature review of 391 articles and was strengthened based on three exploratory preliminary field studies. Data was collected from 188 male corporates in India through field survey conducted in online mode. Results indicate that male privilege awareness, low conformance to masculine norms and egalitarian attitude towards women are key predictors or antecedents that influence male allyship behaviour in the workplace. The research further indicates psychological well-being, job satisfaction, organisational attractiveness, and work-family enrichment as the consequences/benefits, of practising male allyship behaviour in the workplace, to men individually. The empirical significance of this model provides an impetus to the development of male allies in workplaces as it indicates the positive aspects of embracing male allyhood for men themselves. Statistical results indicated that male allyship behaviour in the workplace may not influence a sense of satisfactory marital relationship with his partner which requires further exploration on transference of allyship behaviour in the workplace to domestic sphere. This research is significant and unique considering the time-period of the research (pandemic and post-pandemic period in view of the

gendered nature of pandemic). The geographical context i.e. empirical study in organizational context in non-western world (India) further adds to the significance and uniqueness of this research bearing in mind that research is virtually non-existent in non-western world.

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Table of Contents

Abstract	2
Acknowledgements	4
List of Tables	7
List of Figures	7
Chapter 1: An Introduction to the Study	8
1.1 Introduction	8
1.2 Male Allyship Behavior: Background	12
1.3 Context and Purpose	16
1.4 Significance of the Study	18
1.5 Thesis Outline	22
Chapter 2: Literature Review	24
2.1 Introduction	24
2.2 Diversity & Inclusion	27
2.3 Allyship Literature	36
2.3.1 Meaning of Allyship	36
2.3.2 What it takes to be an ally	38
2.3.3 Allyship as a D & I (Diversity & Inclusion) Tool	39
2.4 Male Allyship Behavior	41
2.4.1 Men as allies to women	42
2.4.2 Gender Roles and Stereotypes	45
2.4.3 Male Allyship as Caring Masculinities	49
2.4.4 Costs and Benefits of Allyship Behavior to men	52
2.4.5 Research Gap	55
2.5 Antecedents of Male Allyship Behaviour	56
2.5.1 Male Privilege Awareness (MPA)	59
2.5.2 Conformance to Masculine Norms (inverse relationship) (CMN)	60
2.5.3 Egalitarian Attitude towards Women (EATW)	62
Research Question 1: What are the antecedents of male allyship behaviour in the workplace?	63
2.6 Consequences of Male Allyship Behaviour	63
2.6.1 Psychological Well-being (PWB)	64
2.6.2 Job Satisfaction (JS)	65
2.6.3 Organizational Attractiveness (OA)	66
2.6.4 Good partner relationship (GPR)	68

2.6.5 Work-Family Enrichment (WFE)	68
Research Question 2: What are the consequences of male allyship behaviour for men in the workplace?	70
2.7 Three Exploratory Preliminary Field Studies	70
2.8 Theoretical Model	75
Chapter 3: Theoretical Foundation and Hypothesis Development	77
3.1 Introduction	77
3.2 Theoretical Foundation and Hypotheses Development	77
Chapter 4: Research Methodology	89
4.1 Research Design - Context, Agenda and Objectives	89
4.2 Research Hypotheses	91
4.3 Operational Definitions	92
4.4 Research Design	94
4.5 Sample size and Method	95
4.6 Measures (Scales)	96
4.7 Pilot Study	100
4.8 Research Instrument	106
4.9 Data Collection	106
Chapter 5: Hypothesis Testing- Data Analysis and Findings	108
5.1 Checking for assumptions	110
5.1.1 Normality	110
5.1.2 Homoscedasticity	111
5.1.3 Linearity	112
5.1.4 Multicollinearity	113
5.2 Model fit analysis	114
5.3 Regression analysis	119
Chapter 6: Discussion	122
6.1 Summary and Discussion of Results	122
6.2 Explanation for Unsupported Hypothesis	126
6.3 Implications for Theory and Practice	127
6.4 Limitations and Future Research Directions	131
References	133
Appendix	177
Appendix A – List of variables and scales	177
Appendix B – List of scale items	178

Appendix C – Questionnaire for field study	180
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List of Tables

Table 1 Survey Respondent Summary – Pilot Study	100
Table 2 <i>Descriptive Statistics and Correlations</i> – Pilot Study.....	104
Table 3 Scale Reliability (Cronbach's α) - Pilot Study.....	105
Table 4 Survey Respondent Summary – Final Study.....	107
Table 5 Descriptive Statistics and Correlations – Final Study	109
Table 6 Test for Normality of variables in final study analysis	110
Table 7 Heteroskedasticity in regression models	111
Table 8 Multicollinearity Statistics	113
Table 9 Model fit scales and number of items considered.....	115
Table 10 Model fit scales KMO Bartlett test of Sphericity.....	116
Table 11 Model fit CFA analysis	117
Table 12 Model fit Fornell-Larcker criterion	118
Table 13 Regression analysis of Model 1 and Model 2	119

List of Figures

Figure 1 Male allyship – definition and characteristics	45
Figure 2 Caring masculinities	52
Figure 3 Costs of Gender Bias and Benefits of Gender Equity to Men	53
Figure 4 Key Learnings from Literature Review	55
Figure 5 Factors affecting awareness of gender bias in men	57
Figure 6 Preliminary Study 2 poll.....	71
Figure 7 Preliminary Study 2 poll results	72
Figure 8 Theoretical Model.....	75
Figure 9 Cohen, J. A power primer. Psychological Bulletin, 112, 115-519	95
Figure 10 Industry wise demographics diagram - Pilot Study	101
Figure 11 Industry wise demographics diagram	107
Figure 12 P-P plots of regression analysis of model 1 and model 2	112

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