

TO BE A BULLY OR A BOSS: DOES PROFESSIONAL  
IDENTITY STRENGTH MITIGATE THE  
QUEEN BEE PHENOMENON?

By

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Abstract: This research addresses the cognitive mechanisms that underlie, and the mitigating factors that impact the Queen Bee Phenomenon, wherein token women indicate lower hiring intention towards junior-level women. Previous work demonstrates that the so-called Queen Bee Phenomenon is explained by collective value threat, which is the concern that other women may engage in stereotype-affirming behaviors (Duguid, 2011). This research asserts that to the degree that token women identify with their gender, an exclusionary bias towards other women will decrease. Specifically, that gender identity strength will weaken token women's level of collective value threat, which increases their intention to hire other women. This research quantitatively test's professional and gender identity strength's impact on the relationships between token status, collective and competitive value threat, and hiring intention towards junior-level women. This study advances our understanding of the mechanisms and mitigating factors of the Queen Bee Phenomenon and, ultimately, the mechanisms that hinder the advancement and inclusion of women in the workplace.

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## CHAPTER I

### INTRODUCTION

Due to changing demographics in the United States' labor force and globalization, diversity and inclusion have become increasingly important topics among practitioners and academics in organizational settings (Roberts, 2005). Women make up a numerical majority in the work force (Heckman, Johnson, Foo, & Yang, 2017); however, women are heavily underrepresented in positions of power and influence (Ely, 1994; Duguid, Loyd, & Tolbert, 2012). Catalyst (2020) reports that women hold 37% of middle manager positions, 26.5% of executive-level and senior-level management roles, 5% of chief executive officer positions, and only 21% of the board seats in Fortune 500 companies.

Researchers and organizational leaders have proposed a variety of strategies to close this gender disparity. Among common efforts are selection and promotion policies that are intended to help organizations identify high-potential talent as well as development and training programs designed to assist underrepresented women in building leadership competencies and networks (Ibarra, Carter, & Silva, 2010; Sandler, 2014; Spencer, Blazek, & Orr, 2019). Another potential strategy is to purposely recruit and promote qualified women into management positions (Ely, 1994; Ibarra, 1995; Duguid et al.,

2012). The so-called business case for diversity asserts that diversity begets diversity such that women leaders are expected to mentor and promote other women into positions of power (Ellemers, Rink, Derks, & Ryan, 2012; Heckman et al., 2017). However, research shows that the mere presence of female leaders does not equate to the advancement of their junior female colleagues (Duguid, 2011; Derks, Van Laar, & De Groot, 2016; Loyd & Amoroso, 2018). Staines, Tavis, and Jayarante (1974, p. 423) suggest that the lack of advancement of junior female colleagues may be due to the “Queen Bee” effect whereby “women who are individually successful in male-dominated environments and attain positions of high-status are more likely to feel threatened by other women.”

There may be other valid explanations for why women avoid helping other women. Token women — women who are the only women or one of very few women in their otherwise male-dominated workplaces — may withhold support if they are penalized for supporting other women. Indeed, prior research documents that women who partake in diversity-valuing behaviors are not rewarded, but instead receive lower performance ratings (Heckman et al., 2017), fewer recognitions and awards (Heilman & Chen, 2005), and also lower pay (Brett & Stroh, 1997). However, research demonstrates that token women may have another reason for showing bias towards and even distancing themselves from other women at work. For token women in male-dominated environments, gender is a highly salient social identity category. Thus, for token women in male-dominated environments, gender and gender-based attributes (e.g., stereotypes and stigmas) ascribed to women become quite salient. This may produce two types of threats to token women that are relevant to their propensity to be negatively biased towards other women: collective and competitive value threats. First, some token women may be motivated to maintain their unique positions as solo

successful women among men. That is, if being a token meets a self-enhancement need for some women, then these women may be motivated to protect their token status by unfairly blocking other women. Duguid, Loyd, and Tolbert (2012) ascribe the term “competitive value threat” to describe the fear of being faced with a similar other who may be highly valued by the other group members, which may incite a feeling of threat that one’s own importance will be diminished to the group. The feeling of competitive value threat will have a negative impact on token women’s willingness to support similar others. Thus, some token women may be motivated to exhibit an exclusionary bias towards other women because they feel competitive value threat.

Second, for token women, the presence of other women may also intensify the salience of gender stereotypes. Given that stereotypes about women are commonly out of alignment with expectations about leadership and professionalism (Heilman, 2012) and the mere presence of another member of one’s gender category can elicit negative judgments about one’s own competence and productivity (Hernandez, Avery, Tonidandel, Hebl, Mckay, & Smith, 2016), women may fear that they or other women will confirm negative stereotypes about their shared gender group. Collective value threat occurs when token women fear that other women’s stereotype-confirming behavior will reflect negatively on themselves (Cohen & Garcia, 2005; Duguid, 2011). In her study, Duguid (2011) finds that token women chose another woman candidate 29% of the time compared to men, who chose female candidates 55% of the time. To the extent token women are especially susceptible to collective and competitive value threats, the assumption that women will advance other women is flawed and organizations may struggle to achieve high-level gender diversity at upper levels of management.

Although research examines the relationship between tokenism, collective and competitive value threat, and bias the moderating impact of identity on these relationships are still unclear. Previous literature fails to take into account the many different ways women may categorize or identify themselves, how those particular categorizations can affect how they perceive others, and the strength of women's self-categorizations. Identity is composed of two factors: a personal identity and a social identity (Ashforth & Mael, 1989; Ely, 1994). The social factor of identity originates from the salient components of the many identity groups or social categories to which one belongs (e.g., gender, profession; Ely 1994). Literature has long since acknowledged that social identities set the stage for individuals' "place in society" (Hogg & Terry, 2000, p. 122). Social Categorization Theory serves to explain the circumstances under which individuals will identify as members of a given group (Haslam, Reicher, & Reynolds, 2012; Brambilla, Ravenna, & Hewstone, 2012). One way individuals self-select into groups is based on similarity (Hogg & Terry, 2000). Moreover, Social Categorization Theory explains that an individual's identity is formed at different levels of importance and is not fixed, but rather context dependent (Tajfel & Turner, 1979; Turner, 1985; Hogg & Terry, 2000). Identity also provides individuals with collective esteem (the personal sense of worth or value that one derives from various group memberships) (Luhtanen and Crocker, 1992). Given that various identity groups are valued at unequal levels in society (i.e., some groups are more socially valued than others) (Ragins, 1997; Ridgeway, 1997), threats to group-based collective esteem can be quite important to individuals. Indeed, research shows that individuals will work to protect, enhance, and maintain a positive self-image (Campbell & Tesser, 1983; Luhtanen & Crocker, 1992).

Women can identify with many categories in the workplace and value some categories more than others (Hogg & Reid, 2006). For example, some women draw a great deal of meaning from their profession and may highly identify with their work or their membership in that profession. To the extent that people identify with given groups, they are inclined to protect their group's status as well as their own position in that group. As such, a professionally identified token woman for whom the profession is centrally important to her identity may be inclined to protect her unique position in the male-dominated workgroup and fear that other women may supplant her token position. Thus, professional identification may intensify competitive value threat for token women. However, those who identify strongly with their gender group are more likely to be protective of and work to enhance the value of that group (Hogg & Reid, 2006). Thus, token women who identify strongly as women may be more likely to reject negative gender stereotypes, be less concerned about other women confirming such negative stereotypes, and instead focus on empowering other women. As such, token women with strong gender identities may feel less collective value threat and have an increased preference for hiring junior-level women.

Based on research and theory on the Queen Bee phenomenon, my research seeks to investigate the moderating impact of professional and gender identification strength on token women's experience of collective or competitive value threat and their engagement in an exclusionary bias towards junior-level women. I predict that women who identify strongly with their professional category should exhibit stronger competitive value threat, which will ultimately be associated with a lower intent to hire junior-level women. However, token women who identify strongly with their gender should perceive weaker collective value threat, which should result in an increased intent to hire junior-level women. This expectation

is consistent with previous findings that demonstrate that group identification is associated with perceived gender inequality (Gurin, 1985; Wilson & Liu, 2003), collective action (Gurin & Townsend, 1986; Wilson & Liu, 2003), and collective discontent (Wilson & Liu, 2003).

This research contributes to the literature by identifying a potential moderating mechanism that addresses the previously unaccounted-for variance in levels of identity strength among token women in the workplace. To the extent that professional identity decreases token women's intention to hire other women, then organizations should be aware that that tokenism combined with high degrees of identification may create perverse incentives for women to block potentially highly talented people on the basis of gender. I will advance the understanding of the complexities of low representation and the feeling of threat and how it affects one's behavior. I will contribute to the understanding of conditions that may intensify or diminish feelings of threat, thereby hindering diversity initiatives. I will also provide for further evidence that simply including more women in key positions may not be enough on its own to increase diversity and inclusion in organizations.

## CHAPTER II

### LITERATURE REVIEW

#### **The Queen Bee Effect and Bias Towards Women**

Previous studies show that to a greater extent than do men, women exhibit an exclusionary bias towards other women in terms of selection, promotion, and compensation (Mathison, 1986; Garcia-Retamero & López-Zafra, 2006; Ellemers et al., 2012). This is referred to as the Queen Bee phenomenon, which refers to a phenomenon where successful women who are tokens in male-dominated workplaces exhibit a negative bias against female subordinates (Staines et al., 1974; Kanter, 1977; Ely, 1994; Ellemers, van den Heuvel, de Gilder, Maass, & Bonini, 2004; Duguid et al., 2012; Derks, Ellemers, Van Laar, & de Groot, 2011; Duguid, 2011; Arvate, Galilea, Todescat, 2018). Women's willingness to support other women is often associated with their own token status. In her work on tokenism, Kanter (1977, p. 209) asserts a variety of negative effects of being a token such as increased pressures on performance, stereotyped role encapsulation, and separation from informal professional and social networks (Kanter, 1977; Yoder, 1991; Chatman & O'Reilly, 2004). Specifically, a senior-level woman who is the only woman

tends to experience token pressures such that their gender becomes highly salient, and they experience performance and visibility pressures of being representatives of an entire group of women (Kanter 1977; Ely, 1994).

Building on this research, Duguid and her colleagues (2010; Duguid, 2011) demonstrate that token women avoid advocating on behalf of other women. An empirical study designed to determine whether academic search committees are influenced by the applicant's gender as indicated by the name on the application demonstrates that female evaluators are significantly more likely to hire male applicants (who were otherwise equivalent to female applicants) (Steinpreis, Anders, & Ritzke, 1999). In another study, researchers found that female faculty hold negative biased perceptions of their female doctoral students (Ellemers et al., 2004). Specifically, the data reveal that women faculty rate women doctoral students as less committed for a career in science and held higher levels of gender stereotyping (Ellemers et al., 2004). When assessing talent or evaluating work, women are judged more harshly than their male counterparts (Heilman, Wallen, Fuchs & Tamkins, 2004). Research documents that women show more negative bias towards other women than do men towards women (Heilman, Block, & Martell, 1995; Graves & Powell, 1995; Steinpreis et al., 1999; Heilman & Okimoto, 2007).

Token women will engage in exclusionary bias towards other women (Cooper, 1997). This exclusionary bias has destructive career outcomes for other women such as being rated as less creditable, being evaluated harsher in relation to their male counterparts, and women are less likely to be promoted when rated by other women (Miller & McReynolds, 1973; Ibarra H., 1992). Based on this literature, I assert the following hypothesis.



Hypothesis 1: Token women will exhibit lower hiring intent towards other women at work.

### **The Mediating Roles of Competitive and Collective Value Threat**

Scholars seeking an explanation for the Queen Bee phenomenon have identified threat as a likely culprit. Competitive value threat has been defined as the feeling of threat as a response to another highly qualified woman being viewed as more valuable than they are to a shared categorical group, such as a work group (Duguid, 2011, p. 105). As a consequence of this type of threat, a token woman may not support the advancement of another woman into the work group. Previous research documents that token women feel their value to the group is threatened if a similar other is likely to outperform them (Duguid et al., 2012). Individuals often compare themselves with others to increase their self-esteem, but upward comparisons (comparison to others who are high achieving) often incite negative feelings (i.e., envy, frustration, and insecurity) (Salovey & Rodin, 1984; Tesser, 1988; Baumeister, Smart, & Boden, 1996; Doosje, Branscombe, Spears, & Manstead, 1999). Out of fear of being compared to another high-achieving woman, a token woman may experience competitive threat. Indeed, research documents that women are bound to be contrasted to other women as opposed to men (Ostroff & Atwater, 2003). Empirical evidence appears to support the notion that individuals tend to evaluate their talents and capabilities and utilize a peer group as a benchmark for assessment of career progress or performance standards (Miller, C., 2019). These evaluations and comparisons depict situational factors established by underrepresentation, which allows for competitive behavior (Garcia, Tor, Schiff, 2013; & Miller, 2019). It has also been empirically shown that female tokens will experience

competitive threat and thereby hinder their willingness to support another female (Duguid, 2011; Loyd & Amoroso, 2018).

A second form of threat is collective value threat. Stemming from psychological research on the black sheep effect, collective value threat describes how individuals distance themselves from similar others if they believe that the other's behavior reflects negatively on the group (Marques & Paez, 1994; Ellemers et al., 2004; Duguid et al., 2012). Collective value threat is defined as the fear that another individual's behavior will reinforce negative stereotypes about the shared social category (Cohen & Garcia, 2005; Loyd & Amoroso, 2018). The threat stems from the concern that shared group members (i.e., similar others belonging to the category of women) will encourage negative performance expectations and evaluations of one person to be applied to all others in the group. The concern is warranted given that a single individual's negative behavior affects evaluations of and inferences about the whole group (Henderson-King & Nisbett, 1996; Spencer, Steele, & Quinn, 1999).

Studies examining collective threat lend credence to the notion that individuals can be threatened by the fear of similar others' stereotype-confirming behavior. Women grapple with the negative societal stereotype about the math abilities of their shared categorical group (Spencer et al., 1999). In an experimental study, female math and engineering students were instructed to observe another group of women complete a challenging math puzzle. Participants reported distress from simply watching the other women complete a stereotype-threatening task (Cohen & Garcia, 2005). The study shows that stereotype threat occurs without completing the stereotype-threatening task oneself and without an explicit out-group comparison (i.e., men). Women will face the assumption that something they do or some attribute they have that suits a stereotype makes it more likely that they will be judged based

on that stereotype in contexts where said stereotype applies (Spencer et al., 1999). In this particular example, knowledge of the negative stereotype about their group, heightens participants' distress and their concern that similar others will confirm and give credence to the shared negative stereotypes. Taken together, this literature suggests that when individuals are concerned about other group members' negative stereotype-confirming behaviors, the individual experiences collective value threat (Cohen & Garcia, 2005; Duguid, 2011).

For token women in male-dominated environments, collective value threat might be rather prevalent given the preponderance of negative stereotypical expectations of professional women. Gender stereotypes are widely shared implicit beliefs about men and women that tend to have a tangible, negative impact for women in the workplace (Heilman, 2012). For example, successful leaders are often described as assertive, independent, and ambitious. Gender stereotypes, however, assert that women are and should be unassertive, warm, and friendly. This inconsistency caused by stereotypes leads many to evaluate female leaders as misfits or poor occupants of leadership roles, and those leadership roles are seen as typically masculine positions (Heilman, 2012). Thus, many women find themselves in an unenviable double bind wherein they are perceived as ill-fitted for leadership if they do not exhibit male-typed stereotypical characteristics but are also penalized if they do exhibit those characteristics (Rudman & Phelan, 2008; Heilman, 2012). These stereotypes and the resultant double-bind impede women's upward mobility in the work setting.

The recognition that executive-level positions are often considered male in "sex-type" is important to understanding how gender stereotypes can keep women from ascending the corporate hierarchy (Heilman, 2001). Empirical evidence supports this recognition, as findings suggest that a successful manager is primarily characterized by masculine qualities

and described in masculine terms (Heilman et al., 1995; Power & Butterfield, 1992; Heilman, Block, Martell, & Simon, 1989). Male qualities and descriptions of executive positions coupled with prescribed gender stereotypes for women create the perceived “lack-of-fit” responsible for negative biased decisions towards women in work environments (Heilman, 1983, 2001; Heilman et al., 1995). The perceived “lack-of-fit” states that the success standards are dictated by the perceived match between the strengths of the employee and the demands of the job in terms of skills and abilities (Heilman, 2001). Therefore, the apparent “lack of fit” between the demands of predominately male incumbents and the stereotypes assigned to women are likely to create expectations of failure. Such perceptions give rise to negative bias towards female jobseekers.

To thrive in male-dominated environments, many token working women find ways to mitigate the effects of negative gender stereotypes on their career progression (Smith, Watkins, Ladge, & Carlton, 2019). One such strategy may be to distance oneself from similar others who might confirm negative stereotypes and cast a negative light on women as a group (Marques & Paez, 1994). As previously stated, there is a stereotype of women’s math performance in which women have the additional hinderance that asserts a gender-based inability that is shared among the group (Spencer et al., 1999). Additionally, Cohen and Garcia (2005) demonstrate that collective threat can produce distancing behavior such that female participants in an experimental setting choose to physically distance themselves (i.e., sit further away) from other women that they suspect may confirm negative gender stereotypes. These researchers assert that threat produces distancing behavior. For Queen Bees who are token women in male-dominated environments, this distancing behavior produced by threat may take the form of exclusionary bias against other women. Previous

work demonstrates that token women in prestigious work groups will abandon the opportunity to support other women who are qualified job candidates (Duguid, 2011).

Women who may confirm such a negative stereotype may cast a negative light on the rest of the group, thereby causing the group to react to avoid the consequence of embarrassment, distress, or reluctance to support similar others (Duguid, 2011). Research on the Black Sheep Effect supports this assertion: group members are motivated to maintain a positive social identity, thereby engaging in behavior of in-group bias to remove in-group members who negatively contribute to the shared social identity (Marques and Paez, 2012).

In line with others (Duguid et al., 2012), I assert that token women will exhibit a lower hiring preference towards other women because they experience threat that other women will supplant their token positions or confirm negative gender-based stereotypes. Thus, I make the following predictions.

Hypothesis 2a: Lower hiring intent by token women will be explained via an indirect effect of competitive value threat whereby token women report higher levels of competitive value threat which is negatively related to hiring intentions.

Hypothesis 2b: Lower hiring intent by token women will be explained via an indirect effect of collective value threat whereby token women report higher collective value threat which is negatively related to hiring intentions.

In sum, when a token woman is confronted with another woman, their shared gender category becomes salient and competitive or collective threat can occur. Thus, competitive and collective value threat are two mechanisms that suppress token women's intent to hire other women. However, individuals belong to multiple groups simultaneously, and each group may be a source of identification. For example, in addition to gender, another form of

identity that may be particularly salient at work is one's professional identity which may decrease a token woman's intention to hire another woman. In the section that follows, I examine the role of professional and gender identification on the negative relationships between token status, threat, and hiring intent.

### **The Moderating Role of Social Categorization**

Women in management are in a position of unique categorical distinction, in that their prominent positions of authority and underrepresented status make salient their professional and gender identities, respectively. Social Categorization Theory helps to explain how these important categories impact perceptions and behavior patterns. Social Categorization Theory is a social psychological theory that explains how individuals categorize themselves and others into groups based on various shared characteristics (Haslam et al., 2012), which is the cognitive foundation of group behavior (Haslam et al., 2012).

Social categories enable individuals to define themselves in relation to others (Turner, 1985). Members of shared categorical groups strive to have mutual understanding with each other (in-group) and agreements that benefit the group so as to be seen in a positive light. These mutual understandings and agreements are personalized to each individual member through meaningfulness (social contextual fit), or how much one particular category matters in relation to other categories (women, and/or supervisor) and the favorable assessment of the categories (Simon, Hastedt, & Aufderheide, 1997). Specifically, when one category is perceived favorably, that particular category becomes highly valued to the individual. The mutual understanding of members within a category affects behavior, social attitudes, feelings, and self-esteem in either a negative or positive manner (Turner & Haslam, 2001). Thus, social categorization is the starting point that positions individuals for social relations,

and how they view themselves is highly dependent upon context (Haslam et al., 2012). Because the groups with which one identifies become a part of one's own self-concept, individuals will go to great lengths to maintain a positive evaluation of their group's social identity (Hogg & Terry, 2000; Frankl & Roberts, 2018). Other research also points out the impact that categories have on individual behavior such as competition, consensus, and self-esteem (Haslam, Oakes, Reynolds, & Turner, 1999).

Social categorization makes a strong theoretical contribution to women's same-sex interactions in the workplace because it sheds light on the needed critical examination of the complexity of social categories for women and their differing value to them (being a woman/executive/mother/etc.). As a moderating mechanism, social categorization brings to light the understanding that individuals will violate group solidarity for more favorable categories as these various categories lend to high self-esteem, some more than others. Roccas and Brewer (2002) show that some categories are more central to an identity than others. The complexity of identity and the categories that make it up are examined across academic disciplines. Lending support to the increased understanding that people associate themselves at various levels of degrees with their various categories depending upon their context. This research will take into account the effect of the different categories with which token women associate themselves, such as their profession (professional identity) or their gender (gender identity). I question how those particular categories can change how token women perceive others and how those categories may or may not impact their decision-making processes. This perspective offers an account of how the value of one's professional identification shapes work interactions women have with other women and assists in accounting for the negative or positive feelings about their different categories. Women in

leadership positions (Sr. Management, Executive) may highly value their job title and its status in as it may bring a sense of prestige (Duguid, 2011). The Queen Bee Phenomena highlights female tokens preference for being a distinct member of their work group who withhold support for other women at work. The queen bee's professional identity plays a significant role in their response to other women as work colleagues. As it is the withholding of support for other women in hiring, advancement, and promotion that creates a negative phenomenon for queen bees. A particular reason for this circumstance can be attributed to the required worth ethic and sacrifices necessary to attain such high-pressured career that the career becomes more central to one's identity in part because it has replaced other relationships and endeavors in which a queen bee may identify (Koretz, 2019). Therefore, the profession that one has devoted so much time to becomes an important descriptor of who they are. Their professional status becomes coveted, the value to their workgroup becomes essential. They value their professional status and distinction enough to be less troubled with being a token than they are with possible negative stereotypes and stigmas that similar others can bring with them. Professional identification can then impact their decision-making and selection of who enters this highly valued social group that now plays a central role in how a woman will identify. Social Categorization Theory serves to explain the circumstances in which individuals will define themselves as members of a group and explain the reasoning for them to act collectively.

In the present dissertation, I attempt to address cognitive mechanisms associated with social categorization that underlie the Queen Bee phenomenon. Although there is a relationship between token women and value threat (collective and competitive), I assert that gender identity strength moderates that relationship. The more strongly women identify with



their gender, the weaker the negative relationship between tokenism and collective value threat. Token women who are strongly identified with their gender should experience reduced feelings of collective value threat than those who do not highly identify with their gender, thereby increasing their propensity to exhibit a positive intention to hire other women. When gender identity is highly important to one's self-concept, it should lead to a more positive impression of the overall gender category and those who share it. Adversely, token women who are strongly identified with their profession should experience stronger feelings of competitive value threat than those who do not highly identify with their profession, thereby lowering their intention to hire another woman. Building off of this theoretical reasoning, I propose the following hypotheses.

Hypothesis 3a: Token women who strongly identify with their professional category will exhibit higher levels of competitive value threat than token women who do not identify strongly with their professional category.

Hypothesis 3b: Token women who strongly identify with their gender category will exhibit lower levels of collective value threat than token women who do not identify strongly with their gender category.

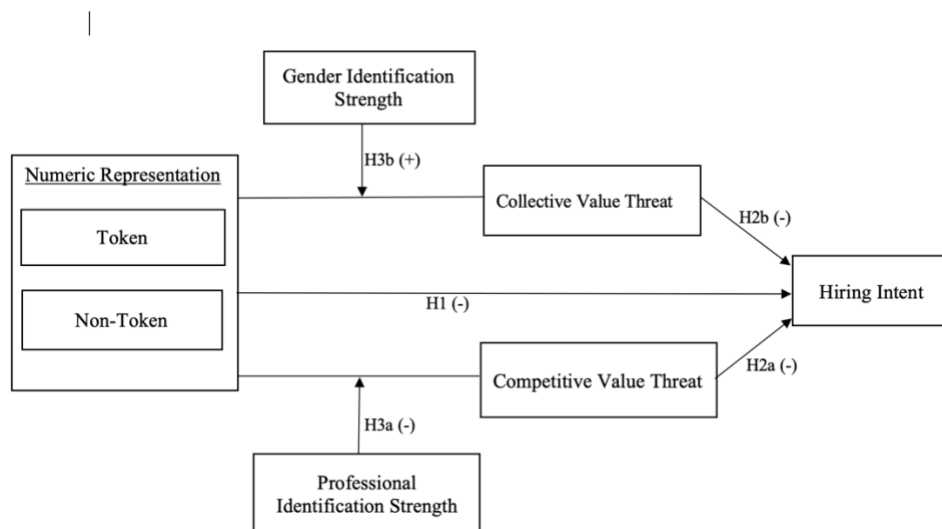
## CHAPTER III

### METHODS AND PROCEDURES

The quantitative studies addressed the effects of the mediating variables, collective value threat, and competitive value threat as well as the moderating variables professional identity and gender identity strength. As stated in Chapter 1, my study was designed to examine the effect identity strength has on the negative relationship between tokenism, collective and competitive value threat, and hiring intent. The Hypothesized Model is presented in Figure 1. Institutional Review Board (IRB) Approval was obtained prior to beginning data collection (See Appendix Figure 14, p. 56).

**Figure 1**

#### HYPOTHESIZED MODEL



## Study 1: Pilot Study

### *Sample*

To create quasi-experimental conditions that reflect high (and low) identity (professional and gender) as well as token (token and non-token) situations, I conducted a pilot study to assess the validity of the manipulations. Participants for the pilot study were drawn from students enrolled in management courses at a large midwestern university in the United States. By the end of the survey period, data had been collected from 174 individuals, 93 of whom were excluded due to missing data, incomplete responses, unemployment, or having no supervisory, management, or hiring authority. Therefore, the sample of 81 participants were employed: full-time employment (39.5%) and part-time employment (27.2%). The respondents were 44.4% female with a mean age of 26.79 (SD = 8.31). Most of the sample was Caucasian (69.1 %), followed by African American (9.9%), Native American (8.6%), Latinos (3.7%), Asian American (3.7%), and Other (4.9%). All participants read and provided consent prior to participation in the study. All analyses were carried out using SPSS, Version 27.

**Table 1**  
DESCRIPTIVE STATISTICS (PILOT STUDY)

| <b>Characteristics</b>                    | <b>Mean</b> | <b>SD</b> |
|---|-------------|-----------|
| <b>Gender:</b> Female = 36      Male = 45 | 1.56        | .50       |
| <b>Race</b>                               | 4.28        | 1.45      |
| <b>Age</b>                                | 26.79       | 8.31      |
| <b>Marital Status</b>                     | 1.75        | 1.05      |
| <b>Employment</b>                         | 2.06        | .86       |

*N* = 81

### *Research Design*

The quasi-experimental conditions consisted of scenarios that reflect token and non-token situations as well as high (and low) identity (professional and gender). Thus, this was a 2 (professional identity: high/low) × 2 (gender identity: high/low) × 2 (Token Status:

Token/Non-token) design. The scenarios consisted of five photographs and descriptive scenarios to manipulate identity and tokenism (Appendix Figure 1, p. 43). Token status was defined by whether the participant was the solo woman on the team as depicted by headshots of four male executives (token) or was among a more gender-balanced team as depicted by headshots of two male and two female executives (non-token). The four other leaders are depicted in photographs along with a provided scenario that was tailored to create one of six conditions: (1) Nontoken Neutral Scenario, (2) Nontoken High Professional Identity, (3) Token High Professional Identity, (4) Token High Gender Identity, (5) Non-Token High Gender Identity, and (6) Token Neutral. Each scenario is provided in the appendix. I manipulated gender and professional identification through the use of scenarios describing the situation the participant is instructed to assume as her persona for the experiment. Specifically, the high gender identity scenario contained details about the participants' strong identification with her gender (see Appendix Figure 6, p. 51).

The non-token high gender-identification scenario was crafted to incite a strong feeling of gender identification for the participant (See in Appendix Figure 5, p.50). The scenario reads as follows.

*Scenario 3: Non-token High Gender Identity.*

*Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive team is composed of you and four other executives. You've worked at KSTech for over five years and have a track record of excellent performance. This is particularly important to you because you've always cared a lot about being a woman in marketing. That is, your gender has always felt like an important reflection*

*of who you are. You work hard to represent women well in every area of life, but especially when at work and among your professional peers. You're a leading member of the Women in Marketing group, the largest professional association for female marketing professionals. You've never shied away from representing women in your daily professional life. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.*

The above scenario would be completed with four pictures of two men and two women that would create a nontoken condition for the participant (See Appendix Figure 5, p.50). To create the condition of token high gender identification, the above scenario would be accompanied by four pictures of all men that make up the executive team with the token woman being the participant (See Figure 6, p. 51).

The high professional identity scenario contained details about the participant's strong identification with her profession by highlighting a strong work ethic and commitment to the profession. The scenario is considered nontoken as the paragraph is paired with photographs of two men and two women who, along with the participant, make up the executive team.

*Scenario Two: Nontoken High Professional Identity*

*Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive team is composed of you and four other executives. You have worked at KSTech for over five years and have a track record of excellent performance. This is particularly important to you because you have worked very hard, often sacrificing*

*nights out with friend, and family vacations because you care about the quality of your work. Your work is an important reflection of who you are. You work hard to represent marketing professionals well in every arena in life, but especially when at work and among company coworkers. You are a leading member of the Marketing Professionals Workgroup, the nation's largest professional association for people in your field. Today you had an interesting conversation with your executive team at KSTech. The Marketing Department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant. (See Figure 3, p. 48)*

To create a token high professional identification, condition the four photographs depicting two men and two women are replaced with four men (making the participant herself as the token of the professional group). The control version of the scenario contained no information about the participants identification with neither her gender nor her professional identities.”

A fictitious resume of a woman named Sarah M. Jones followed each scenario outlining Sarah's 15-year marketing experience. Participants were asked to indicate the degree to which they agreed with each statement: (a) I would hire this candidate, (b) I would enjoy working with this candidate, (c) I would enjoy mentoring this candidate, and (d) I would make time to develop this candidate. Each statement was rated on a seven-point Likert-type scale (1 = strongly disagree, 7 = strongly agree).

### *Task & Procedure*

One potential concern with presenting photographs of real people is that, aligned with previous research, there are latent liabilities of attractiveness (Johnson, Keplinger, Kirk, & Chan, 2018). Physical appearance has been shown to impact judgments of compatibility in masculine sex-typed jobs such as leadership positions presented in the survey (Eagly, 1987; Heilman, 2001). This liability of physical attractiveness can lead to negative influence towards attractive individuals (Oakley, 2000; Johnson, Sitzmann, & Nguyen, 2014; Johnson, Podratz, Dipboye, & Gibbons, 2010). To ensure that the appearance of the individuals in the photographs do not incite an underlying negative (or overtly positive) reaction that may impact the responses to the survey conditions, I chose photographs of people seemingly similar on attractiveness and perceived competence. In addition, I held constant several variables such as using all Caucasian participants of similar age and professional dress and stance. I obtained ratings of each photograph on attractiveness and perceived competence to verify that there were no differences between the people depicted in the photographs on these two variables based on perceived competence and attractiveness (See Table 2, p. 24).

Participants were given the task of rating five photographs of women and five photographs of men on perceived competence and attractiveness using a five-point Likert-type scale where 1 was “describes not at all” and 5 was “describes extremely well.” Participants rated the photographs on three items (attractive, beautiful, and pretty), which were averaged to create a composite “attractiveness” score for women photos. Survey respondents were also given the task of rating an attractiveness score for men photographs on three items (attractive, good-looking, and handsome). These items were averaged to create a

composite “attractiveness” score for the men photographs. Similarly, three items (capable, intelligent, and competent) were averaged to create a composite measure of perceived competence for both the men and women photographs. Participants were provided the following instructions.

“INSTRUCTIONS: Below you will see several photographs. We are interested in your first impressions of the people in the pictures. Please use the scales that follow to rate each of the people in the photographs.”

The mean perceived competence and attractiveness ratings for each photograph are presented in Table 2. I conducted a one-way analysis of variance (ANOVA) to test for mean differences across the male photographs and another one-way ANOVA to test for mean differences across the female photographs.

The results revealed the means for both Woman 1 photograph ( $M = 3.49$ ,  $SD = .91$ ) and Woman 2 photograph ( $M=2.23$ ,  $SD = .99$ ) differed significantly ( $p = 0.05$ ) from the other photographs on level of attractiveness. Therefore, the photographs of Woman 1 and Woman 2 were not used in the full study. A one-way ANOVA for the men’s photographs did not differ in any statistically significant way for any of the five photographs (See Table 2).

**Table 2**  
DESCRIPTIVE STATISTICS PHOTOS (PILOT STUDY)

|                  | Women |      | Men  |      |
|------------------|-------|------|------|------|
|                  | Mean  | SD   | Mean | SD   |
| 1 Competence     | 3.49  | 1.06 | 3.21 | .96  |
| 2 Competence     | 3.65  | 1.05 | 3.43 | 1.00 |
| 3 Competence     | 3.67  | 1.12 | 3.46 | 1.07 |
| 4 Competence     | 3.25  | 1.12 | 3.25 | .99  |
| 5 Competence     | 3.41  | 1.08 | 3.41 | 1.08 |
| 1 Attractiveness | 3.28  | .88  | 2.54 | .95  |
| 2 Attractiveness | 2.84  | 1.00 | 2.38 | .91  |
| 3 Attractiveness | 3.50  | .99  | 2.51 | .95  |
| 4 Attractiveness | 3.39  | 1.08 | 2.93 | .94  |
| 5 Attractiveness | 3.46  | .98  | 3.08 | 1.06 |

$N = 81$



## Study 2

### *Sample*

Data for this study was collected from working adult participants through an online survey conducted via Qualtrics. As an aggregator of panels, Qualtrics partners with market research panels to source samples and recruit specific targeted groups. To ensure respondent identity, Qualtrics relies on panel providers to confirm participant identity and verify respondent addresses, demographic information, and email addresses through TrueSample, Verity, SmartSample, and USPS verification systems as well as digital fingerprinting. A panel of 502 working adults were recruited to take part in the survey. To be included, participants had to be female, employed (not self-employed), in the United States, and in a position of managerial authority. Screening questions were provided at the beginning of the survey to ensure the sample met required criteria. Participants were compensated via participant choice of incentive, which varied and include cash, airline miles, gift cards, or redeemable points.

Those who consented to take the survey were provided a link to an online survey through Qualtrics with instructions for how to complete the survey. After reading the information sheet, participants were asked to answer several measures of interest and demographic questions. Participation was voluntary and responses were anonymous.

For Study 2, a total of 502 responded to the survey. Out of the total respondents, 11 participants did not fit the required criteria as they were self-employed or not in a managerial or supervisory position, or the answers provided were not complete. These 11 participants were not included in further analyses. In addition, participants that failed the manipulation

check were excluded from the analyses (Manipulation Check p. 26). Thus, the final sample size was 363 respondents. The mean age of the entirely female sample was 37.96 (SD = 11.55). The racial composition was approximately 17.6% African American/Black, 1.1% American Indian/Alaskan Native, 8% Asian American, 69.4% White/Caucasian, .8% Native Hawaiian/Pacific Islander, and 3% were “Other” ethnicity. The average tenure at their current organization was five years (SD = 1.28).

### **Manipulation Checks**

To confirm that the randomized token manipulation condition worked properly, participants were asked to recall whether they were the only woman on the “Executive Team.” Forty-four respondents were unable to recall the executive team composition they were part of during the survey. These forty-four respondents were excluded from further analyses. In addition, to determine whether participants were aware of the sex of the applicant, they were asked to “recall the applicant’s gender.” Eighty-four participants did not report information consistent with the provided applicant resume in the survey; therefore, they were excluded from further analyses. In order to reduce response bias, these manipulation checks were asked at the end of the survey after demographic questions were completed. Thus, data from 363 participants were subjected to the main analyses (Table 5).

### *Task & Procedure*

Participants were randomly assigned to one of the six conditions that differed by numerical representation (token and non-token), professional (high/low) and gender (high/low) identification. Thus, I used a  $2 \times 2 \times 2$  design. The token conditions included photographs of four men who, along with the participant, made up the “Executive Leadership

Team.” Their job was to review a resume from a fictitious applicant named “Sarah M. Jones” for a managing director position in the fictitious marketing department for KSTech and then answer a series of hiring questions on a seven-point Likert scale (1= strongly disagree, 7 = strongly agree). Each condition had its own block that included images of the team (all men for token or mixed images of men and women for nontoken), scenario, resume of Sarah M. Jones, and then the set of hiring decision questions were presented (See Figure 3, p.48).

### *Measures*

*Token Status.* Token status was coded as 0 for non-token; and 1 for token.

*Hiring Intent.* Hiring preference was measured from participants’ responses to 4 items (Appendix Figure 7 p.49). Participants indicated the extent to which they agreed with each statement on 7-point Likert scale (1= strongly disagree, 7 = strongly agree). The reliability estimate for scores for competitive value threat in my sample was  $\alpha = .87$

*Competitive Value Threat.* Competitive value threat was measured with a five-item questionnaire developed by Duguid (2011). The items were adopted and modified by the gendered names from “Samantha” (Duguid, 2011) to the current study of “Sarah.” Sample items of competitive value threat include: “Sarah is a group member, and my group may favor her over time,” and “My performance might be judged negatively relative to Sarah.” All items were measured on a seven-point Likert scale (1= strongly disagree, 7 = strongly agree). I computed the mean item ratings to generate a composite score for competitive value threat for each participant. The reliability estimate for scores for competitive value threat in my sample was  $\alpha = .83$ .

*Collective Value Threat.* Collective value threat was measured using a four-item questionnaire that was developed and modified by Duguid (2011). Samples of collective

value threat include: “I worry that Sarah may say or do the wrong thing” and “my group might think less of me based on applicants work performance.” All items were measured on a seven-point Likert scale (1= strongly disagree, 7 = strongly agree), and the item ratings were averaged to create a composite score for collective value threat for each participant. The reliability estimate for scores on the collective value threat measure was  $\alpha = .88$ .

*Professional Identity.* The measure of professional identity was assessed using a four-item modified scale from the original 16-item scale from the “Collective Self-Esteem Scale” by Luhtanen and Crocker (1992) and Roberts, Settles, and Jellison (2008). The scale was modified such that the referent group being measured was the profession to which the participants belonged. For example, an original item that read “Social Groups” was changed to “Professional Workgroup.” All items were measured on a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree), and the item responses were averaged to create a composite score for professional identity for each participant. The reliability estimates for scores on the professional identity scale was  $\alpha = .84$ .

*Gender Identity.* The measure of gender identity was assessed using a four-item scale modified from the original 16-item scale from the “Collective Self-Esteem Scale” by Luhtanen and Crocker (1992) and Roberts, Settles, and Jellieson (2008). The scale was modified such that the referent group being measured was the gender to which the participants belonged. For example, an original item that read “Social Groups” was changed to “Gender Identity Group.” All items were measured on a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree). Responses to the items were averaged to create a composite score for gender identity. Reliability estimates for scores on gender identity in my sample was  $\alpha = .86$ .

**Table 3**  
MEANS, SDs, AND CORRELATIONS FOR THE STUDY 2 VARIABLES

|                                   | <b>Mean</b> | <b>SD</b> | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> | <b>8</b> |
|-----------------------------------|-------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|
| 1. Hiring Intent                  | 5.31        | 1.20      | (0.87)   |          |          |          |          |          |          |          |
| 2. Competitive Value Threat       | 3.84        | 1.40      | .08      | (0.83)   |          |          |          |          |          |          |
| 3. Collective Value Threat        | 3.67        | 1.57      | -.08     | .68**    | (0.88)   |          |          |          |          |          |
| 4. Professional Identity Strength | 5.06        | 1.18      | .28**    | .23**    | .12*     | (0.84)   |          |          |          |          |
| 5. Gender Identity Strength       | 4.94        | 1.40      | .23**    | .25**    | .21**    | .36**    | (0.86)   |          |          |          |
| 6. Token                          | 0.52        | 0.50      | -.07     | -.01     | -.04     | -.02     | .01      | —        |          |          |
| 7. Age                            | 37.91       | 11.59     | .12*     | -.08     | -.17**   | .01      | -.02     | -.01     | —        |          |
| 8. Race                           | 3.44        | 1.23      | -.03     | .04      | .06      | .04      | .01      | .07      | -.05     | —        |

*N* = 363; Cronbach's alpha are shown on the diagonal. \*\**p* < .01, \**p* < .05 (2-tailed)

## CHAPTER IV

### RESULTS

#### Measurement Model Results

Factor analysis was used to assess the measurement model by examining the model fit of the items for each of the four self-reported variables (four professional identity strength, four gender identity strength, four collective value threat, and four competitive value threat) with a total of 16 measurement items (See Table 4, p.30). A four-factor measurement model was completed by conducting confirmatory factor analysis (CFA) on the continuous variables (professional identity strength, gender identity strength, collective value threat, and competitive value threat) using maximum likelihood estimation with MPlus 8.3. Model fit was assessed to the data by examining the  $\chi^2$ , degrees of freedom (*df*), *p*-value, comparative fit index (CFI), Tucker Lewis Index (TLI), root mean square of approximation (RMSEA), and standard mean square residual (SRMR) (See Table 5 p. 32).

**Table 4**  
FACTOR LOADINGS FROM HYPOTHESIZED FOUR-FACTOR MODEL

|                                       |   | <b>Standardized<br/>Factor Loadings</b> | <b>SE</b> |
|---------------------------------------|---|---|-----------|
| <b>Professional Identity Strength</b> |   |   |           |
| 1                                     | Overall, my work as a marketing professional has a lot to do with how I feel about myself.        | 0.610                                   | 0.038     |
| 2                                     | The marketing professional workgroups I belong to are an important reflection of who I am.        | 0.821                                   | 0.024     |
| 3                                     | In general belonging to my marketing professional workgroup is an important part of my self-image | 0.821                                   | 0.024     |

|   |   |       |       |
|---|---|-------|-------|
| 4 | The Marketing Professional Workgroups I belong to are important to the sense of what kind of person I am. | 0.780 | 0.026 |
|---|---|-------|-------|

**Gender Identity Strength**

|   |   |       |       |
|---|---|-------|-------|
| 1 | Overall, my gender has a lot to do with how I feel about myself.              | 0.612 | 0.036 |
| 2 | The gender of which I belong is an important reflection of who I am.          | 0.843 | 0.020 |
| 3 | In general belonging to my gender is an important part of my self-image.      | 0.873 | 0.018 |
| 4 | The gender I belong to is important to the sense of what kind of person I am. | 0.853 | 0.019 |

**Collective Value Threat**

|   |   |       |       |
|---|---|-------|-------|
| 1 | My executive team may generalize and draw negative conclusions about me based on her performance. | 0.802 | 0.022 |
| 2 | I worry that Sarah may say or do the wrong thing.   | 0.759 | 0.025 |
| 3 | My executive team may find fault with me based on Sarah's work performance.                       | 0.891 | 0.015 |
| 4 | My executive team might think less of me based on Sarah's work performance.                       | 0.894 | 0.014 |

**Competitive Value Threat**

|   |   |       |       |
|---|---|-------|-------|
| 1 | The executive team may grow to favor her over time.         | 0.598 | 0.038 |
| 2 | The executive team may favor her over me.                   | 0.795 | 0.024 |
| 3 | I might be rated lower because I will be compared to Sarah. | 0.874 | 0.018 |
| 4 | The executive team may not value my performance.            | 0.816 | 0.022 |

*N* = 363

I also compared the hypothesized four-factor model to several alternative models to establish the superiority of the hypothesized model. I loaded all variables onto one latent factor to establish discriminant validity among four variables (See in Appendix Figure 13 p. 59). The one-factor model fit the data poorly ( $\chi^2 = 1,865.64$ ;  $df = 104$ ; RMSEA = .20; CFI = .49; TLI = .41) (See Table 5 p. 31). For the hypothesized three -factor model variables professional identity and gender identity were combined to create one latent factor of “identity”. Competitive and collective value threat variables were not combined, thus making it three factors: identity, competitive value threat, and collective value threat. To create a two-factor hypothesized model I created an “identity” latent variable comprised of professional and gender identity and a “threat” latent variable comprised of competitive and collective value threat. The results for all models can be seen in Table 5 (p. 32). The results

of the hypothesized four factor model were a good fit to the data: 1) the  $\chi^2$  test was significant ( $\chi^2 = 315.28$ ;  $df = 98$ ), 2) the RMSEA was .07, 3) the fit score for CFI=.93 and the 4) fit score for TLI= .92. These indices show that the four-factor model has good model fit and is clearly the better fitting model (See Table 5).

**Table 5**  
CONFIRMATORY FACTOR ANALYSIS

| Model          | $\chi^2$ | df. | RMSEA | CFI | TLI |
|----------------|----------|-----|-------|-----|-----|
| 1-Factor Model | 1,865.64 | 104 | .21   | .49 | .41 |
| 2-Factor Model | 1,014.59 | 103 | .15   | .73 | .69 |
| 3-Factor Model | 794.86   | 101 | .13   | .80 | .76 |
| 4-Factor Model | 315.28   | 98  | .07   | .93 | .92 |

1 = Combined All Items, 2 = Combining Collective Value Threat and Competitive Value Threat, Professional Identity, and Gender Identity, 3 = Combining Professional Identity and Gender Identity;  $N = 363$

### *Manipulation Check*

This study utilized experimental conditions to operationalize the IV (Token). The results of a t-test would suggest that there is no significant difference between the conditions High Gender Token ( $M=4.92$   $SD=1.31$ ) and High Gender Non-Token conditions;  $t(489) = .68$ ,  $p=0.497$ . Thus, based on the manipulation check, participants did not distinguish between the gender token and nontoken conditions. Additionally, the t-test for Token High Professional ( $M=5.09$   $SD=1.22$ ) and Non-token High Professional would reveal;  $t(489) = .45$ ,  $p=0.306$ .

### *Hypotheses Test*

Correlations among the tested variables are located in Table 3 page 29. Hypothesis 1 (H1) was tested using linear regression. H1 predicts a negative relationship between numeric representation (token) and hiring intent. This hypothesis was not supported:  $\beta = -.07$ ,  $S.E.= .12$ ,  $t = -1.44$ ,  $p = .15$ , and  $LCI = -.43$  and  $UCI=.06$ . Although the direction of the relationship



is as predicted the results indicate a nonsignificant relationship between numeric representation and hiring intent as the confidence intervals include zero.

Hypothesis 2a (H2a) predicted that competitive value threat would negatively mediate the negative relationship between numeric representation (token) and hiring intent. H2a and H2b were tested using current guidelines in mediation analysis (Hayes, 2012) in SPSS Version 27. I used the Hayes PROCESS macro Model 4 to gain estimates of the direct and indirect effects, a bootstrapping method of 5,000 samples was utilized to obtain estimates of the hypothesized direct and indirect effects between the constructs of interest and the 95% confidence intervals around these effects (Preacher & Hayes, 2004). For H2a I obtained a statistically significant indirect relationship:  $\beta = .23$ , S.E. = .06,  $t = 3.83$ ,  $p = 0.00$ , LLCI = .11, and ULCI = .35. However, the direction of the relationship was positive and competitive value threat was predicted to have a negative indirect effect on the already negative relationship between token women and their intention to hire other women. Thus, the indirect effect was opposite from the negatively predicted outcome.

H2b predicted that collective value threat would negatively mediate the already negative relationship between numeric representation (token) and hiring intent. This hypothesis was supported:  $\beta = -.21$ , S.E. = .05,  $t = -3.89$ ,  $p = .00$ , LLCI =  $-.31$ , and ULCI =  $-.10$ . The confidence level does not include zero and it is significant in the predicted direction. This has shown the negative effect of collective value threat explained the link between tokenism and hiring intent.

The theoretical model was subjected to moderated mediated path analysis using Model 7 on SPSS Process Macro Version 27. Hypothesis 3a (H3a) predicted professional identity would strengthen the indirect relationship through competitive value threat on numeric

representation (token) and hiring intent. The results are:  $\beta = .29$ , S.E. = .08,  $t = 3.32$ ,  $p$ -value = .00, LLCI = .11, and ULCI = .46. The statistically significant interaction is not in the predicted direction of moderating the effect of numerical representation (tokenism) on hiring intent which is negatively mediated by competitive value threat. However, the effect is statistically significant, and the confidence intervals do not include zero. This outcome showing that token women's professional identity strengthens the indirect relationship between tokenism competitive value threat and levels of hiring intention. The findings would suggest that token women who strongly identify with their profession report increased levels of competitive value threat which increases their intention to hire a similar other. Contrary to my prediction that token women would have higher levels of competitive value threat that lowers their intention to hire a similar other.

H3b predicted that gender identity strength would weaken the indirect relationship through collective value threat. H3b was supported:  $\beta = .16$ , S.E. = .08,  $t = 2.06$ ,  $p$ -value = .03, LLCI = .00, and ULCI = .32. The effect was significant and in the positive direction, as predicted (See Table 6 p. 34). The results show that gender identity strength moderated the indirect effect through collective value threat. A possible interpretation of this finding is that token women report lower levels of collective value threat when their gender identity is stronger.

**Table 6**  
HYPOTHESIS TESTING (STUDY 2)

|     |   | <b>Effect</b> | <b><i>t</i></b> | <b>SE</b> | <b><i>p</i></b> | <b>R<sup>2</sup></b> | <b>LLCI</b> | <b>ULCI</b> |
|-----|---|---------------|-----------------|-----------|-----------------|----------------------|-------------|-------------|
| H1  | Token > Hiring Intent                           | -.07          | -1.44           | .12       | .15             | .00                  | -.43        | .06         |
| H2a | Token > Competitive VT > Hiring Intent          | .23           | 3.83            | .06       | .00             | .05                  | .11         | .35         |
| H2b | Token > Collective VT > Hiring Intent           | -.21          | -3.89           | .05       | .00             | .05                  | -.31        | -.10        |
| H3a | Token > (xPID) > Competitive VT > Hiring Intent | .29           | 3.32            | .08       | .00             | .05                  | .11         | .46         |
| H3b | Token > (x-GID) > Collective VT > Hiring Intent | .16           | 2.06            | .08       | .03             | .05                  | .00         | .32         |

*N* = 363

## CHAPTER V

### DISCUSSION

#### **Implication of Results**

This dissertation utilized the theory of social categorization (Professional or Gender Identity categories) to examine the cognitive mechanisms that underlie, and the mitigating factors that impact the Queen Bee Phenomenon wherein token women exhibit a low hiring intention towards other women. The theory was tested utilizing data from 363 female management professionals working in the United States.

H1 predicted that token women will exhibit lower hiring intent towards other women at work. This actively demonstrates that tokens and non-tokens revealed a similar psychological reaction in their hiring intentions. Study 1 may not have elicited the necessary cognitive mechanisms to support this prediction.

H2a explored the negative indirect association that competitive value threat has on token and a low hiring intent. When presented with the resume of a qualified candidate, token women did not show that the fictitious applicant “Sarah Jones” would be seen as a competitive threat because competitive value threat did not mediate the effect of token women and hiring intent in the predicted direction. This is interesting as the link is statistically significant showing instead that token women will feel competitive value threat and hire another woman as opposed to my predicted outcome lowering their intention to hire a similar other. Thus,

this finding suggested that Study 2 did not adequately evoke the necessary cognitive mechanism as predicted. Additionally, H2b explored the negative indirect link of collective value threat on token and hiring intention. As shown in the results, this hypothesis was supported, and the effect was significant in the predicted direction. The experimental conditions may have heightened such a concern that the applicant may reinforce stereotypes about women. Collective value threat is understood to be a concern that similar others will confirm shared negative stereotypes and will adversely effect how they themselves are seen (Duguid, 2011). This exemplifies the difference in the two value threats (H2a and H2b) and the understanding that what arises as a threat in a collective stereotype confirming manner may not be a threat or concern in competitive manner as taking value away from oneself by the presence of a similar other. Lastly the correlations between competitive value threat and collective value threat were positive and statistically significant.

H3a was statistically significant but not supported in the predicted negative direction. Showing that strongly identifying with one's professional categorical membership does not explain the negative indirect link between token, competitive value threat and their hiring intention. Professional identity did not result in the moderation effect as hypothesized. It appears the study did not evoke the necessary cognitive mechanism required and this is supported by the manipulation check. However, H3b shows the positive impact of gender identity strength on negative collective value threat's indirect association between token and hiring intention is supported and significant. As previously stated, token women's strong gender identification should reduce their feelings of collective value threat thereby increasing their intention to hire other women: when gender identity is highly important to one's self-concept, it leads to a more positive impression of the overall gender category and those who

share it. The results demonstrate that participants' strong gender identity diluted the threat of another woman confirming negative gender stereotypes thereby increasing participants' intention to hire a similar other.

### *Theoretical Implications*

This research contributes to theory by considering the impact of highly valued categorical identities for individuals who are underrepresented in organizations. The complexity, nuance, and value individuals add to their identities needs to be understood as it impacts their reasoning to act collectively and aid in the advancement of the organization's goals. The categorizations people assign themselves effect, either negatively or positively, their participation in workplace relationships. Factors such as gender identity strength are shown to be counterweights in behavioral choices as individuals' identification with their categories impacts the experience of value threat and willingness to support similar others. The results of the present study inform theory through the keen understanding that the assumption may not hold that simply promoting more women will, in turn, further diversify the leadership within an organization. Collective value threat had shown to be important process that influenced responses towards a similar other (H2b). Moreover, women's intention to hire another woman was influenced by their sense of collective value threat. Identity categories to which the participants in the study belonged played a role in their feeling of threat. What the results of H3b highlight is that identifying with one's social categories impact their behavior, attitude and feelings towards a similar other who share the same social category (Turner & Haslam, 2001).

What was also shown was individual's social categorical identifications can mitigate or exasperate ones feeling of threat, acknowledging that identity and representation matter, but

not always to the same degree. The present research further contributes to theory on the dynamics of identity, inclusion, and representation by providing insights into instances which demographically similar others would support or not support one another and the usefulness in understanding that behavior. The present study contributes to social categorization theory which highlights circumstances under which individuals will identify as members of a given group (Haslam, Reicher, & Reynolds, 2012; Brambilla, Ravenna, & Hewstone, 2012). As in hypothesis 3b women sought to support an in-group member and supported her through the increased intention to hire her. The findings not only support social categorization but also extends to intragroup similarities and marginalized identities role within the organization.

### *Practical Implications*

The focus on categorical identification calls attention for the need of organizations to better understand the elusive challenges of diversity and inclusion initiatives. As we further encourage a diverse workforce and all of its benefits, understanding the roles that identity and representation play in creating conditions that evoke negative feelings that may affect employees' work lives may have significant practical implications for organizations. By considering how their individual leaders value their profession or association to their leadership or management positions in corporate America can impact the decision-making they bring to the board room and/or stymie the diversity efforts organizations may make. Aligning with other scholars (Adams, Zhang, Mah, Grant, Kleinman, Meigs, & Ross-Degnan, 2006; Cortina, 2008; Duguid, 2011; Clair, Humberd, Caruso, & Roberts, 2012), it is imperative to understand and recognize how marginalization and exclusion impact the lived experiences of underrepresented people within the workforce. Negative feelings such as value threat and ardent alliance to one's social categories can facilitate the emergence of a

workgroup climate that is detrimental to overall group performance. If token women are inclined to experience value threat (collective or competitive), this experience can negatively impede workplace relationships. This understanding is imperative to knowing whether these experiences have spill-over effects into workgroup relations, promotion, and hiring decisions.

### **Limitations and Future Directions**

This research comes with its own limitations. To illustrate, the data collection was self-reported, which makes it susceptible to common method bias. Self-reported data was utilized because it best reflected the views of managers who make hiring decisions and influence promotions. However, as previous research has acknowledged in self-reported survey data, participants can impact research with inaccurate data, memory errors, or even bias (Chan, 2009). This restricts the ability to independently verify answers that are collected. Steps were taken in the present study to minimize common method bias such as randomizing the order of questions and using random assignment to conditions. Nevertheless, these efforts may not have been as effective and future research may need to revise this method of gathering data, such as collecting an actual working group sample or using qualitative methods in the field or place of business. These may be able to capture all the necessary cognitive mechanisms required to aid in additional manipulations of the data and create the experience of a “long term” impact a new hire may have on a selection committee. Additionally, the single administration of this study has additional limitations as in that it is only capturing the responses in that moment. Perhaps a future study can administer multiple surveys (entry, exit, follow-up, etc..) to accompany an alternative research method. Another limitation is that the data sample was entirely women and whether the Qualtrics panel of women generalize to the larger population of women who are hiring managers. It is possible that a more balanced

sample could yield different results. The participants were recruited from Qualtrics panel respondents and were therefore compensated. Compensation can pose negative concerns for participant motivation and whether it was genuine or bias responses which negatively impacts the quality of the data.

An issue that was not addressed previously was Hypothesis 1 and the ability to show if on its own, tokenism was able to determine hiring preference as an outcome. This has not been previously established, previous research has acknowledged a few antecedents and tokenism that influence hiring decisions however none that show the singular variable of tokenism, and this research was also unable to show that relationship. The importance of researching the numerical make-up of teams and executive level groups in future work can shed light on the differing decisions that come out of hiring committees. Future research maybe able to identify mechanisms that look at the impact of shared categorical identities have on groups and on individuals outside of said categorical group. A similar recommendation can be made for Hypothesis 3a and the moderation of professional identification strength on the relationship of token, hiring intention, and the mediation of competitive value threat.

Lastly, additional categorizations that may be less salient are characteristics such as sexual orientation or educational background, which may be less visually identifiable but can impact the way a person relates and identifies and can affect decision making. Less visually identifiable social categorizations may bring with them a different set of workplace circumstances that may impede the advancement of similar others.

## **Conclusion**

My objective in this research was to contribute to understanding the unique difficulties women may have in the workplace that contribute to the dearth of women leaders and to



further elaborate on reasons for the Queen Bee Phenomenon. An additional aim was to investigate professional and gender identification strength as a moderator on the already known value threat relationships. Of the many impediments that women leaders may face — lack of mentorship, the glass ceiling, and stereotypes — support from similar others should not be one. I hope this research stimulates future solutions to mitigate the Queen Bee Phenomenon. The overall objective should be the elimination of the question of why women leaders will not support other women.

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APPENDICES


**Figure 1. Scenario Photographs**



**Figure 2. Condition Manipulation 1: Control Scene**

Conditions 1-6 Randomized

1. Control Scene



Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive leadership team is composed of you and 4 other executives (*they are depicted above*). You've worked at KSTech for over 5 years and have a track record of excellent performance. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.

Please review the resume and respond to the questions that follow.

**Sarah M. Jones** 7815 Bell Heights Drive, Dallas, TX, 77061  
 (972) 918-8829 | SM.Jones@hotmail.com | linkedin.com/in/sjones

**OBJECTIVE:** To grow my career in the Marketing Field as a Managing Director with KSTech. I wish to expand my marketing portfolio and continue to grow my skills and strategies in the competitive marketing industry.

**EDUCATION:**

|   |      |
|---|------|
| Master of Science Marketing<br>University at Buffalo  | 2008 |
| Bachelor of Science Business Administration -Marketing (BSBA-MKG)<br>University of Michigan-Ann Arbor | 2004 |

**EXPERIENCE:**

**Product Marketing Manager** June 2014-February 2020  
 Universal McCann Marketing Firm  
 New York, NY  
 Managed all aspects of a companies' portfolio of marketing their product line. Including customized business management software and database applications. Developed sales strategy that resulted in 18% increase in sales & revenues of 45M. Marketing clients included; McDonalds, Sears, Walgreens, and Ford Motor company.

**Marketing Associate** May 2008-June 2014  
 Panasonic Corporation  
 Newark, NJ  
 Managed Corporate marketing functions with a budget of 2M. Including brand management, product launch, advertising, marketing collateral, and events. Led design of new packaging that is cheaper and eco-friendly that saved 50K in costs and earning a "Green Award" from Panasonic International. Established new social media team including content developers and SEO specialists.

**Sales Account Assistant** June 2005-May 2008  
 Hilton Hotel Corporation  
 Ithaca, NY  
 Responsible for the development of market segments and soliciting new customer relationships and accounts while maintaining existing relationships with current accounts. Consistently striving to maximize revenue and promote relationships through effective negotiations of guestrooms and meeting space.

**AWARDS:**


|   |      |   |      |
|---|------|---|------|
| Regional Award<br>Best Tactical Marketing Campaign<br>Hilton Hotels & Resorts | 2007 | National Award<br>Marketing Communication Award<br>Society of Marketing Professionals | 2019 |
|---|------|---|------|

|  | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|--|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I would hire this candidate.                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy working with this candidate.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would make time to develop this candidate. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy mentoring this candidate.      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



**Figure 3. Condition Manipulation 2: Nontoken High Professional Identification**

2. NonTok  
HiProID



Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive leadership team is composed of you and 4 other executives (*they are depicted above*). You've worked at KSTech for over 5 years and have a track record of excellent performance. This is particularly important to you because you have worked very hard, often sacrificing nights out with friends, and family vacations because you care about the quality of your work. Your work is an important reflection of who you are. You work hard to represent marketing professionals well in every arena in life but especially when at work and amongst the company co-workers. You are a leading member of the Marketing Professionals Workgroup, the nation's largest professional association for people in your field. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.

**Please review the resume and respond to the questions that follow.**

**Sarah M. Jones** 7815 Bell Heights Drive, Dallas, TX. 77061  
(972) 918-8829 | SMJones@hotmail.com | linkedin.com/in/sjones

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**OBJECTIVE:** To grow my career in the Marketing Field as a Managing Director with KSTech. I wish to expand my marketing portfolio and continue to grow my skills and strategies in the competitive marketing industry.

**EDUCATION:**

|   |      |
|---|------|
| Master of Science Marketing<br>University at Buffalo  | 2008 |
| Bachelor of Science Business Administration -Marketing (BSBA-MKG)<br>University of Michigan-Ann Arbor | 2004 |

**EXPERIENCE:**

**Product Marketing Manager** June 2014-February 2020  
Universal McCann Marketing Firm  
New York, NY  
Managed all aspects of a companies' portfolio of marketing their product line. Including customized business management software and database applications. Developed sales strategy the resulted in 18% increase in sales & revenues of 45M. Marketing clients included; McDonalds, Sears, Walgreens, and Ford Motor company.

**Marketing Associate** May 2008-June 2014  
Panasonic Corporation  
Newark, NJ  
Managed Corporate marketing functions with a budget of 2M. Including brand management, product launch, advertising, marketing collateral, and events. Led design of new packaging that is cheaper and eco-friendly that saved 50K in costs and earning a "Green Award" from Panasonic International. Established new social media team including content developers and SEO specialist.




**Sales Account Assistant** June 2005-May 2008  
Hilton Hotel Corporation  
Ithaca, NY  
Responsible for the development of market segments and soliciting new customer relationships and accounts while maintaining existing relationships with current accounts. Consistently striving to maximize revenue and promote relationships through effective negotiations of guestrooms and meeting space.

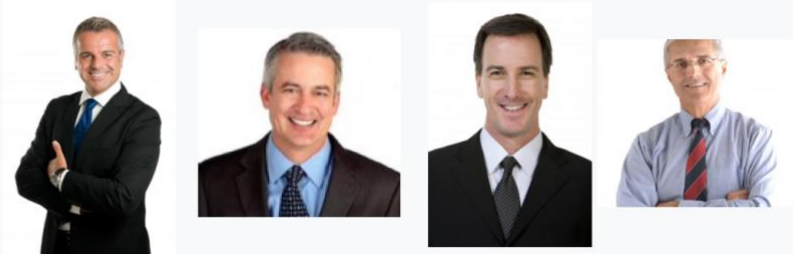
**AWARDS:**

|  |  |
|--|--|
| Regional Award 2007<br>Best Tactical Marketing Campaign<br>Hilton Hotels & Resorts | National Award 2019<br>Marketing Communication Award<br>Society of Marketing Professionals |
|--|--|

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I would hire this candidate                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy working with this candidate   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would make time to develop this candidate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy mentoring this candidate      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Figure 4. Condition Manipulation: Token High Professional Identification**

3. Tok  
 HiProfID  
  
  




Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive leadership team is composed of you and 4 other executives (*they are depicted above*). You've worked at KSTech for over 5 years and have a track record of excellent performance. This is particularly important to you because you have worked very hard, often sacrificing nights out with friends, and family vacations because you care about the quality of your work. Your work is an important reflection of who you are. You work hard to represent marketing professionals well in every arena in life but especially when at work and amongst the company co-workers. You are a leading member of the Marketing Professionals Workgroup, the nation's largest professional association for people in your field. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.

Please review the resume and respond to the questions that follow.

**Sarah M. Jones** 7815 Bell Heights Drive, Dallas, TX. 77061  
 (972) 918-8829 | SMJones@hotmail.com | linkedin.com/in/sjones

---

**OBJECTIVE:** To grow my career in the Marketing Field as a Managing Director with KSTech. I wish to expand my marketing portfolio and continue to grow my skills and strategies in the competitive marketing industry.

**EDUCATION:**

|   |      |
|---|------|
| Master of Science Marketing<br>University at Buffalo  | 2008 |
| Bachelor of Science Business Administration -Marketing (BSBA-MKG)<br>University of Michigan-Ann Arbor | 2004 |

**EXPERIENCE:**

**Product Marketing Manager** June 2014-February 2020  
 Universal McCann Marketing Firm  
 New York, NY  
 Managed all aspects of a companies' portfolio of marketing their product line. Including customized business management software and database applications. Developed sales strategy the resulted in 18% increase in sales & revenues of 45M. Marketing clients included; McDonalds, Sears, Walgreens, and Ford Motor company.

**Marketing Associate** May 2008-June 2014  
 Panasonic Corporation  
 Newark, NJ  
 Managed Corporate marketing functions with a budget of 2M. Including brand management, product launch, advertising, marketing collateral, and events. Led design of new packaging that is cheaper and eco-friendly that saved 50K in costs and earning a "Green Award" from Panasonic International. Established new social media team including content developers and SEO specialist.

**Sales Account Assistant** June 2005-May 2008  
 Hilton Hotel Corporation  
 Ithaca, NY  
 Responsible for the development of market segments and soliciting new customer relationships and accounts while maintaining existing relationships with current accounts. Consistently striving to maximize revenue and promote relationships through effective negotiations of guestrooms and meeting space.

**AWARDS:**

|  |  |
|--|--|
| Regional Award 2007<br>Best Tactical Marketing Campaign<br>Hilton Hotels & Resorts | National Award 2019<br>Marketing Communication Award<br>Society of Marketing Professionals |
|--|--|

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I would hire this candidate                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy working with this candidate   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would make time to develop this candidate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy mentoring this candidate      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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**Figure 5. Condition Manipulation: Nontoken High Gender Identification**

5.NonTok  
HiGenID

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iQ  
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Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive leadership team is composed of you and 4 other executives (they are depicted above). You've worked at KSTech for over 5 years and have a track record of excellent performance. This is particularly important to you because you've always cared a lot about being a woman in marketing. That is, your gender has always felt like an important reflection of who you are. You work hard to represent women well in every area of life, but especially when at work and amongst your professional peers. You're a leading member of the Women in Marketing Group, the nation's largest professional association for female marketing professionals. And you've never shied away from representing women in your daily professional life. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.

Please review the resume and respond to the questions that follow.

**Sarah M. Jones** 7815 Bell Heights Drive, Dallas, TX. 77061  
(972) 918-8829 | SMJones@hotmail.com | linkedin.com/in/sjones

**OBJECTIVE:** To grow my career in the Marketing Field as a Managing Director with KSTech. I wish to expand my marketing portfolio and continue to grow my skills and strategies in the competitive marketing industry.

**EDUCATION:**

Master of Science Marketing 2008  
University at Buffalo

Bachelor of Science Business Administration -Marketing (BSBA-MKG) 2004  
University of Michigan-Ann Arbor

**EXPERIENCE:**

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Responsible for the development of market segments and soliciting new customer relationships and accounts while maintaining existing relationships with current accounts. Consistently striving to maximize revenue and promote relationships through effective negotiations of guestrooms and meeting space.

**AWARDS:**

Regional Award 2007  
Best Tactical Marketing Campaign  
Hilton Hotels & Resorts

National Award 2019  
Marketing Communication Award  
Society of Marketing Professionals

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I would hire this candidate                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy working with this candidate   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would make time to develop this candidate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy mentoring this candidate      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Figure 6. Condition Manipulation 5: Token High Gender Identification**

- 4. Tok HiGenID
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- 



Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley's executive leadership team is composed of you and 4 other executives (they are depicted above). You've worked at KSTech for over 5 years and have a track record of excellent performance. This is particularly important to you because you've always cared a lot about being a woman in marketing. That is, your gender has always felt like an important reflection of who you are. You work hard to represent women well in every area of life, but especially when at work and amongst your professional peers. You're a leading member of the Women in Marketing Group, the nation's largest professional association for female marketing professionals. And you've never shied away from representing women in your daily professional life. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.

Please review the resume and respond to the questions that follow.

**Sarah M. Jones** 7815 Bell Heights Drive, Dallas, TX. 77061  
 (972) 918-8829 | SMJones@hotmail.com | linkedin.com/in/sjones

**OBJECTIVE:** To grow my career in the Marketing Field as a Managing Director with KSTech. I wish to expand my marketing portfolio and continue to grow my skills and strategies in the competitive marketing industry.

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**EXPERIENCE:**

**Product Marketing Manager** **June 2014-February 2020**  
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 New York, NY  
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 Ithaca, NY  
 Responsible for the development of market segments and soliciting new customer relationships and accounts while maintaining existing relationships with current accounts. Consistently striving to maximize revenue and promote relationships through effective negotiations of guestrooms and meeting space.

**AWARDS:**

|  |  |
|--|--|
| Regional Award 2007<br>Best Tactical Marketing Campaign<br>Hilton Hotels & Resorts | National Award 2019<br>Marketing Communication Award<br>Society of Marketing Professionals |
|--|--|

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I would hire this candidate                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy working with this candidate   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would make time to develop this candidate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy mentoring this candidate      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



**Figure 7. Condition Manipulation 6: Token Neutral**

6. Token Neutral

⚙️

iQ

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Imagine that you work for a mid-sized gaming company called KSTech. You are the Chief Marketing Officer and report directly to the CEO, Mr. David Riley. Mr. Riley’s executive leadership team is composed of you and 4 other executives (they are depicted above). You’ve worked at KSTech for over 5 years and have a track record of excellent performance. Today, you had an interesting conversation with your executive team at KSTech. The marketing department needs a new managing director, who will report directly to you and work on your most important projects. Below is the leading applicant.

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---

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 Hilton Hotel Corporation  
 Ithaca, NY  
 Responsible for the development of market segments and soliciting new customer relationships and accounts while maintaining existing relationships with current accounts. Consistently striving to maximize revenue and promote relationships through effective negotiations of guestrooms and meeting space.

**AWARDS:**

Regional Award 2007 Best Tactical Marketing Campaign Hilton Hotels & Resorts

National Award 2019 Marketing Communication Award Society of Marketing Professionals

---

|  | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|--|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I would hire this candidate                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would enjoy working with this candidate      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would take time to develop this candidate    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would be willing to mentoring this candidate | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Figure 8. Scale: Competitive Value Threat Adopted and Modified (Duguid, 2011).**

Competitive Value Threat

Competitive VT.

**INSTRUCTIONS:** Recall, that you are the Chief Marketing Officer at KS Tech. Keeping in mind the situation about yourself and your company that you just read about and the applicant Sarah M. Jones in the previous scenarios, please respond to the following questions in regards to Sarah the Applicant whose resume you reviewed.


**Because Sarah is another woman...**


|   | Strongly Disagree     | Disagree              | Somewhat Disagree     | Neither Agree or Disagree | Somewhat Agree        | Agree                 | Strongly Agree        |
|---|-----------------------|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| The executive team may grow to favor her over time.         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The executive team may favor her over me.                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I might be rated lower because I will be compared to Sarah. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The executive team may not value my performance.            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |


**Figure 9. Scale Collective Value Threat Adopted and Modified (Duguid, 2011)**

▼ Collective Value Threat

COL VT











**INSTRUCTIONS:** Recall, that you are the Chief Marketing Officer at KS Tech. Keeping in mind the situation about yourself and your company that you just read about and the applicant Sarah M. Jones in the previous scenarios, please respond to the following questions in regards to Sarah the Applicant whose resume you reviewed.

**Because Sarah is another woman...**

|   | Strongly Disagree     | Disagree              | Somewhat Disagree     | Neither Agree or Disagree | Somewhat Agree        | Agree                 | Strongly Agree        |
|---|-----------------------|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|-----------------------|
| My executive team may generalize and draw negative conclusions about me based on her performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I worry that Sarah may say or do the wrong thing.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My executive team may find fault with me based on Sarah's work performance.                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My executive team might think less of me based on Sarah's work performance.                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Figure 10. Professional Identity Strength Scale (Adopted and Modified, Luhtanen & Crocker, 1992).**

▼ Identification
🔀 Randomized

PID Strength  
  
  
  


**INSTRUCTIONS:** Recall, that you are the Chief Marketing Officer at KS Tech. Keeping in mind the situation about yourself and your company that you just read, please respond to the following questions.

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| Overall my work as a marketing professional has a lot to do with how I feel about myself.                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The marketing professional workgroups I belong to are an important reflection of who I am.                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In general belonging to my marketing professional workgroup is an important part of my self-image.        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The marketing professional workgroups I belong to are important to the sense of what kind of person I am. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



**Figure 11. Gender Identity Strength Scale (Adopted and Modified, Luhtanen & Crocker, 1992).**

GID  
Strength

**INSTRUCTIONS:** Recall, that you are the Chief Marketing Officer at KS Tech. Keeping in mind the situation about yourself and your company that you just read, please respond to the following questions.

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| <div style="display: flex; flex-direction: column; gap: 5px; margin-bottom: 10px;"> </div> <p>Overall my gender has a lot to do with how I feel about myself.</p> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <p>The gender of which I belong to is an important reflection of who I am.</p>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <p>In general belonging to my gender is an important part of my self-image.</p>   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <p>The gender I belong to is important to my sense of what kind of person I am.</p>   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Figure 12. Four Factor Measurement Model Diagram

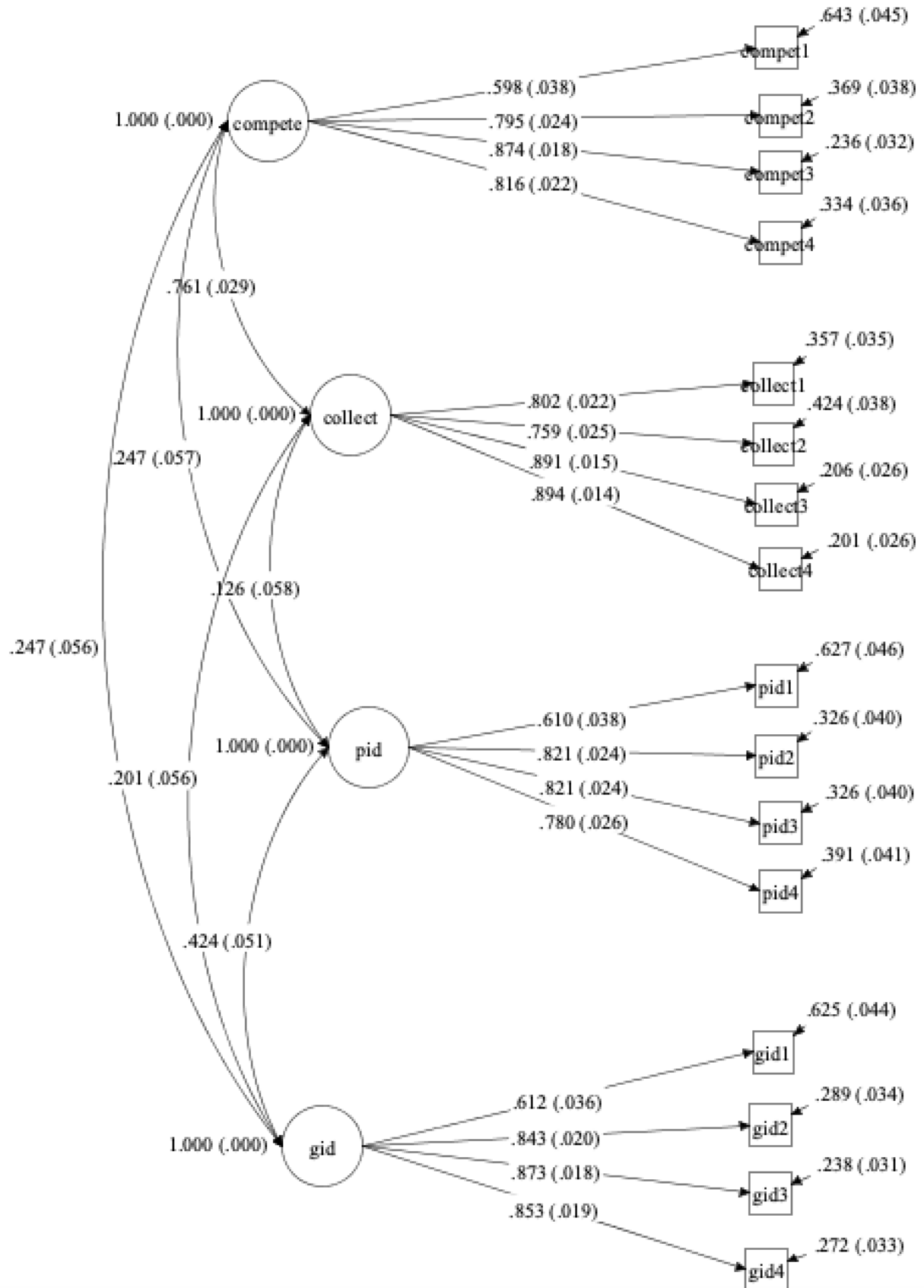
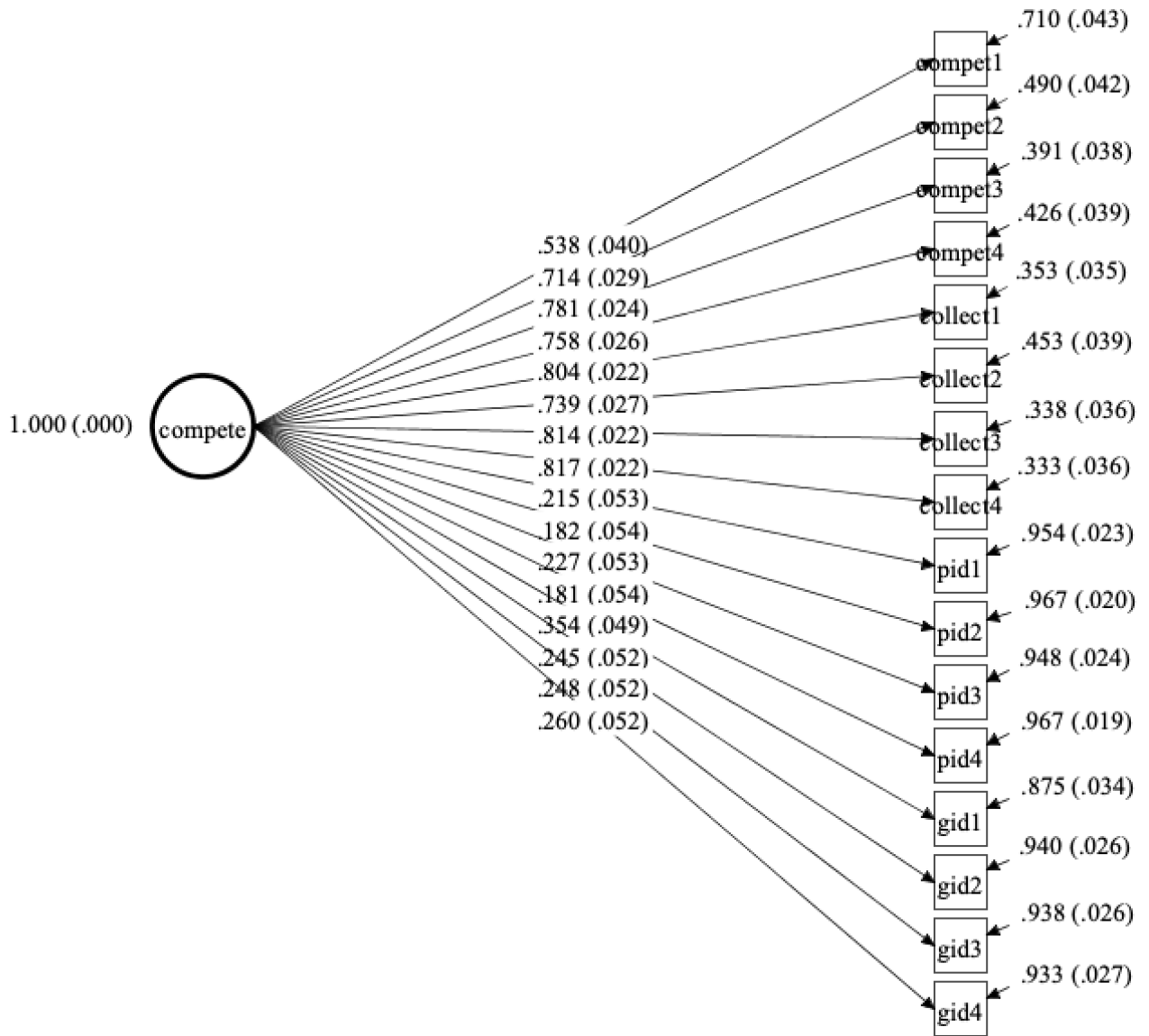


Figure 13. One Factor Measurement Model Diagram



## Figure 14. Institutional Review Board (IRB) Approval (Pilot Study)

### PARTICIPANT INFORMATION OKLAHOMA STATE UNIVERSITY

**Title:** Evaluating Management Applicants

**Investigator(s):** Kourtenay Schley, Ph.D. Candidate, Oklahoma State University; Alexis Smith Washington, Ph.D., Oklahoma State University

**Purpose:** The purpose of this study is to investigate how individuals respond to peers and workplace scenarios.

**What to Expect:** This research study is administered online. If you decide to participate, you will complete several questionnaires, relating to topics such as workplace attitudes, personal and work identification, and hiring decisions. All information you provide will remain anonymous. You will be expected to complete the questionnaire once. It should take you about 20-30 minutes to complete.

**Risks:** There are no risks associated with this project, which are expected to be greater than those ordinarily encountered in daily life.

**Benefits:** You may gain an appreciation and understanding of how research is conducted.

**Compensation:** You will receive course credit for your participation if you are enrolled in a business class (0.5 SONA credits). If you are an Mturk worker, you will receive the compensation stipulated in the HIT.

**Your Rights and Confidentiality:** Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time, without penalty. Because this survey is anonymous, once all data have been collected, it will not be possible to withdraw your data.

**Confidentiality:** All information about you and your responses will be anonymous. Research records will be stored securely and only researchers and individuals responsible for research oversight will have access to the records. The data will be stored with Alexis Smith Washington (447 Business Building) and Kourtenay Schley (394 Business Building). The computer program we will use to collect the data is Qualtrics. Information collected through your participation may be published in a professional journal and/or presented at a professional meeting, etc. and if so, only aggregate data will be presented.

**Contacts:** You may contact the researcher at the following address and phone number, should you desire to discuss your participation in the study and/or request information about the results of the study:

Alexis Smith Washington, Ph.D., 447 Business Building, Dept. of Management, Spears School of Business, Oklahoma State University, Stillwater, OK 74078, 405-744-7669

Kourtenay Schley, Research Associate, 394 Business Building, Dept. of Management, Spears School of Business, Oklahoma State University, Stillwater, OK 74078, 405-338-8855

If you have questions about your rights as a research volunteer, you may contact the IRB Office at 223 Scott Hall, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu)

**If you choose to participate:** Please, click NEXT if you choose to participate. By clicking NEXT, you are indicating that you freely and voluntarily agree to participate in this study, that you are currently working or have work experience, and you also acknowledge that you are at least 18 years of age. It is recommended that you print a copy of this consent page for your records before you begin the study



Approved: 02/20/2020  
Protocol #: IRB-20-105



## Figure 15. Institutional Review Board (IRB) Approval (Study 2)

### PARTICIPANT INFORMATION OKLAHOMA STATE UNIVERSITY

**Title:** Evaluating Management Applicants

**Investigator(s):** Kourtenay Schley, Ph.D. Candidate, Oklahoma State University; Alexis Smith Washington, Ph.D., Oklahoma State University

**Purpose:** The purpose of this study is to investigate how individuals make selection decisions in an executive or managerial context.

**What to Expect:** This research study is administered online. If you decide to participate, you will complete several questionnaires, relating to topics such as workplace attitudes, personal and work identification, and hiring decisions. All information you provide will remain anonymous. You will be expected to complete the questionnaire once. It should take you about 20-30 minutes to complete.

**Risks:** There are no risks associated with this project, which are expected to be greater than those ordinarily encountered in daily life.

**Benefits:** You may gain an appreciation and understanding of how research is conducted.

**Compensation:** You will receive course credit for your participation if you are enrolled in a business class (0.5 SONA credits). If you are a working adult, you may enter your information for a prize drawing as stipulated in the email you received.

**Your Rights and Confidentiality:** Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time, without penalty. Because this survey is anonymous, once all data have been collected, it will not be possible to withdraw your data.

**Confidentiality:** All information about you and your responses will be anonymous. Research records will be stored securely and only researchers and individuals responsible for research oversight will have access to the records. The data will be stored with Alexis Smith Washington (447 Business Building) and Kourtenay Schley (394 Business Building). The computer program we will use to collect the data is Qualtrics.

Information collected through your participation may be published in a professional journal and/or presented at a professional meeting, etc. and if so, only aggregate data will be presented.

**Contacts:** You may contact the researcher at the following address and phone number, should you desire to discuss your participation in the study and/or request information about the results of the study:

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Kourtenay Schley, Research Associate, 394 Business Building, Dept. of Management, Spears School of Business, Oklahoma State University, Stillwater, OK 74078, 405-338-8855

If you have questions about your rights as a research volunteer, you may contact the IRB Office at 223 Scott Hall, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu)

**If you choose to participate:** Please, click NEXT if you choose to participate. By clicking NEXT, you are indicating that you freely and voluntarily agree to participate in this study, that you are currently working or have work experience, and you also acknowledge that you are at least 18 years of age. It is recommended that you print a copy of this consent page for your records before you begin the study



Approved: 03/03/2020  
Protocol #: IRB-20-91

## VITA

Kourtenay Schley

Candidate for the Degree of

Doctor of Philosophy

Dissertation: TO BE A BULLY OR A BOSS: DOES PROFESSIONAL IDENTITY STRENGTH MITIGATE THE QUEEN BEE PHENOMENON?

Major Field: Business Administration-Executive Research

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in Business Administration at Oklahoma State University, Stillwater, Oklahoma in July 2021.

Completed the requirements for the Master of Science in Strategic Leadership at University of Mary, Bismarck, North Dakota in 2013.

Completed the requirements for the Bachelor of Science in Business Administration at Sitting Bull College, Ft. Yates, North Dakota in 2011.

Experience:

Director of Human Resources for Standing Rock Sioux Tribe in Ft. Yates, North Dakota from 2015 to Present.

Human Resource Manager for Rapid City School District in Rapid City, South Dakota from 2012 to 2015.

Personnelist (SSgt) in United States Air Force in Minneapolis, Minnesota from 2008 to 2012.

Professional Memberships:

THRP (Tribal Human Resource Professional) Certified Professional 2016.

Society for Human Resource Management (SHRM-CP) Certified Professional 2013.