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The effects of gender and marital status on simulated hiring decisions.

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THE EFFECTS OF GENDER AND MARITAL STATUS ON
SIMULATED HIRING DECISIONS

by

Simone Arbour

A Thesis
Submitted to the Faculty of Graduate Studies and Research
to through Psychology
in Partial Fulfillment of the Requirements for
the Degree of Master of Arts at the
University of Windsor

Windsor, Ontario, Canada

2003

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Abstract

Masters in Business Administration (MBA) and upper-year business students (N=89) evaluated applications for an upper-level management position. A 2 X 2 (applicant gender X marital status) between subjects design was used to examine the effects of the independent variables on a variety of work-related dimensions. Rather than having an overall consistent effect on the participants' evaluations of the applicants, gender and marital status affected distinct work-related variables. Gender influenced measures of work habits (favoring females over males) while marital status influenced measures of emotional stability (favoring married applicants over single applicants) and organizational commitment (favoring single applicants over married applicants). These results suggest that, if possible, applicants should not draw attention to, or include information about their gender or marital status.
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CHAPTER I

Introduction

The main objective of the 1996 Employment Equity Act (EEA) is to ensure that employment and promotion opportunities in Canada are based solely on an individual's ability to do the job (Canadian Human Rights Commission, 1996). It follows then that no Canadian should face employment barriers by virtue of being disabled, a member of a visible minority, or for being a woman. There is no doubt that the EEA has had an impact on employment opportunities for women. Results from a recent national survey examining employment rates for men and women may even support the notion that gender discrimination and sexist attitudes are a thing of the past. For example, in 1999 women accounted for 46% of the employed workforce, compared to only 37% in 1976 (Statistics Canada, 2000). However, although women demonstrate a strong presence in the workforce in general, it appears that they continue to be a minority among professionals employed at upper or senior management levels. Women accounted for only 27% of senior managers and only 36% of managers at lower levels in 1999 (Statistics Canada, 2000). These results reveal that although women have equal access to employment, there may be a "glass ceiling" determining how far a woman can progress in the corporate hierarchy. It seems as though hiring or promoting a woman into a senior-level management position is not a common practice. In light of this current problem, this study will attempt to examine factors that may influence the perception and advancement of women in the workplace. Specifically, the potential effects of gender and marital status on simulated hiring decisions will be evaluated.
Gender and Career Advancement

There are several factors that may contribute to the unequal career advancement rates of men and women. For example, women may be evaluated lower than men in many employment situations, particularly for traditionally male jobs, due to sex-role stereotypes (Harvie, Marshall-McCaskey, & Johnston, 1998). Employers may perceive women as lacking certain traits that are best suited for certain jobs. In the corporate realm, leadership may be one of those traits. If leadership is associated with an individual who is aggressive, dominant, and directive (Hackman, Furniss, Hills, & Patterson, 1992), then an ideal leader would possess these more “masculine” traits. However, the issue of female leadership is not so simple. For example Hackman et al. (1992 p.312) assert that “women are either seen as being too feminine and so inappropriate as leaders, or, when exhibiting the ‘approved’ masculine leadership behaviours, are rated negatively for failing to be feminine.” It may be the case that unless women learn to conform to the masculine model for leadership success, women may be hindered in their attempt to enter into management or leadership positions.

Loden (1985) suggests that the corporate world is shaped entirely by men, and as a result by values drawn from a military model emphasizing competition, a hierarchical ranking system, control, and the ultimate goal of victory. Given that the values of a corporate culture are shaped by those who control it, it may be unlikely that women will be able to ascend into the ranks of upper management, unless employers perceive that women fit into their particular culture and promote their value system.

In addition, a woman’s marital status may contribute to the under-representation of women in upper-levels of management. Past research comparing married and
unmarried women in the area of status attainment has revealed that unmarried women earn substantially more than do married women (Hudis, 1976; Treiman & Terrell, 1975). This may be in large part because “unmarried women are better educated, hold higher status jobs, work more hours per year, have more work experience, and have many fewer children than women who have married” (Treiman & Terrell, 1975, p. 189). Although the difference in earnings may not be attributed to marriage directly, competing familial duties or interrupted labour force participation can have an effect on a woman’s occupational attainment. Given that married women may have more family commitments, or take a leave from work when becoming pregnant, makes them more likely to earn less than a woman who has never been married (Hudis, 1976). While making their comparisons, Trieman and Terrell (1975) conclude that the demands of their family roles may lead some married women to work only part-time, take a job for which they are over-qualified in exchange for convenient work conditions, or even reject employment altogether. Conclusions such as these may create the perception that married women must formulate their occupational decisions in light of their familial responsibilities. A perceived precedence of the family (over a women’s occupational commitment rather than the perception that a woman can successfully manage both) may have negative consequences for women’s earnings and occupational attainment.

A more recent examination of gender, work, and family has revealed that multiple roles can be beneficial for both men and women. Barnett and Hyde (2001, p. 784) assert that:

Adding the worker role is beneficial to women, and adding or participating in family roles is beneficial for men. One consequence of the facilitation that occurs when men and women occupy work and family roles is that strong commitment to one role does not preclude strong commitment to the other.
It appears that a more traditional theory of gender, work, and family (i.e., that the husband is employed and provides economically for his family while his wife maintains a more domestic role) does not contribute to an optimized marital situation. Barnett and Hyde (2001) also state that women and men who take on multiple roles report higher levels of subjective well-being and lower levels of stress-related problems than individuals who engage in fewer roles. Interestingly, Barnett and Hyde (2001, p.784) also report that “married women who had children and who held high-prestige jobs reported the greatest well-being of all.” If holding a position of high-prestige is beneficial to a woman (on many levels), then why are so few women maintaining such positions?

Despite such theories mentioned above, the exact reason why women may be overlooked for upper-management positions is still unknown. A recent study examined the issue of women’s advancement in the workforce from the perspective of women who have actually risen to senior levels (Gerkovic, McBride-King, & Townsend, 1998). By interviewing hundreds of female senior managers and their male counterparts, Gerkovic et al. uncovered some interesting insights. Specifically, a key concern for both male and female senior executives was the slow pace of women’s advancement in corporate and professional employment and their under-representation at the upper-levels of management. One male company president stated that “Fifty per cent of the workforce is women. Great talent is not the exclusive property of either sex” (Gerkovich et al., 1998, p. 2). It was also expressed that “women could offer leadership skills that complement those of men, as well as a unique perspective that strengthens business decisions” (p. 2).
Both male and female CEOs seemed to agree that promoting the advancement of women “is not just the right thing to do, but is also a smart business strategy” (p. 4).

Gerkovich et al. (1998) were able to tap into the perceptions of both male and female upper-level managers to try to uncover why women’s advancement is unequal to that of men’s. Women feel their career advancement is a problem for a variety of reasons. According to 44% of female senior managers, the most significant obstacle to women’s advancement arises from male stereotyping and perceptions of women’s roles and abilities. On the other hand, only 30% of males rated male stereotyping as a major concern. Instead, 44% of male senior executives attributed the slower rate of women’s advancement to the lack of significant general management or line experience. This difference in opinion led the researchers to speculate that perhaps some of the top male executives are not fully aware of the challenges facing female managers and professionals today.

However, there was agreement concerning one issue in particular. Both male (37%) and female (35%) senior executives almost equally rated “commitment to family responsibilities” as one of the top barriers facing women’s advancement in the workforce. It is also interesting to note that although family obligations may actually require a substantial time commitment, the study conducted by Gerkovich et al. (1998) reveals that it is the mere perception that family obligations might affect their work that may make women’s advancement to upper levels more difficult. This perception may have a profound impact on a woman’s life. For example, 61% of the women surveyed believe that a woman’s success depends on putting her career before her personal or family life. Among these women, 41% either postponed having children or did not have them at all,
and 19% admitted they had delayed marriage or decided not to marry at all. It is difficult to fully grasp the implications of these results. Are women merely making the necessary “sacrifices” to travel on a path destined for success, or are women bearing a disproportionate share of the burden associated with family responsibilities? This question deserves a closer look.

**Gender, Marital Status and Employment**

Only a limited number of research studies in the social sciences have focused on the potential influences of gender and marital status on employment practices. An early study conducted by Renwick and Tosi (1978) examined the potential effects of sex, marital status, and education background on employment selection decisions. Renwick and Tosi hypothesized that sex-role stereotypes were to blame for the under-representation of women in the workforce. They also hypothesized that sex-role generalizations existed because “women traditionally have not studied in the applied fields...that a woman is less likely to have the training generally believed relevant to a job” (Renwick & Tosi, 1978, p. 95). It was also postulated that women have traditionally elected to stay in the home, and may place family interests first; this would make her “a less desirable job candidate than someone who was ‘well-trained’ and was ostensibly primarily interested in work.” (Renwick & Tosi, 1978, p. 95). One must keep in mind that when this study was conducted, women comprised only 37% of the workforce (Statistics Canada, 2000).

In their study, Renwick and Tosi asked graduate students in administration to assume the role of an employment recruiter and read two managerial job descriptions and review ten applicant resumes. Within the various applicant resumes, the researchers
manipulated the applicant's sex, marital status (i.e. single, married, married with two children, divorced, or divorced with two children) undergraduate major (i.e. business administration, industrial engineering, English literature, history, or industrial sociology) and graduate degree (either Master of Science in administration or a Master of Business Administration). These independent variables were systematically varied to yield 100 different resumes. They were grouped into sets of ten, each containing the names of five male and five female applicants. Each of the five levels of marital status was represented within each sex group. In addition, each set of resumes contained five applicants with Master of Business Administration and five applicants with Master of Science in administration. All five undergraduate majors appeared within each graduate degree group.

Both managerial job descriptions were essentially the same except one position required extensive travel, while the second emphasized working with company executives in the home office. Participants were asked to rate the suitability of ten applicants for each of the two managerial job positions. Results revealed that the job applicant's particular field of specialization and graduate degree played a more influential role in selection decisions than did their personal characteristics such as sex or marital status. Despite the fact that the study is considerably outdated, these results are quite reassuring. Students acting as employers seemed to concentrate on relevant information when considering which applicant to deem suitable for the two positions. However, researchers did uncover a significant interaction. Analysis of the interaction revealed the most desirable job candidate to be a married male with two children, who had an
undergraduate major in business administration and a masters degree in business administration.

One criticism of this study is that the simulated nature of the employment situation could have given rise to a social desirability response bias. For example, the graduate students as participants may have been motivated by a desire to appear nonsexist and their behaviour in the study may have been influenced by such motivation. To avoid the problems associated with a simulated hiring study, research conducted in the field may be more appropriate when examining the influences of gender and marital status on hiring decisions. In this regard, Firth (1982) conducted a field study designed to examine the possible sex discrimination in the job market for accountants in the United Kingdom. The researcher sent letters of application for accountant job ads appearing in the newspaper and examined the rate of employer responses expressing interest in the applicant or requesting interviews. In the second part of the study, Firth sent a questionnaire to employers posting the job ads to ascertain their views on employing women.

For the first part of his study, Firth sent letters of application to over one hundred different job ads for accounting positions. A total of 12 letters (6 female, 6 male) were sent applying for each specific job and the letter styles were similar for each applicant. The differences in the letters related only to the applicants' sex, race (white, non white) and marital status (single, married with no children, married with two children). Whereas the qualifications and work experience remained almost identical; slight differences had to be made to keep the recipient from becoming suspicious. The jobs varied from lower-level clerk positions to more senior jobs in commerce and in financial institutions.
Results revealed that females were disadvantaged in the job market. Females were significantly less likely than males to receive any interest or positive communications from employers requesting interviews. However, what is more interesting is that marital status had a significant impact for female applicants but no real impact for male applicants. Married female applicants with children were the least successful, followed by married female applicants without children, and lastly single women, who were the most successful in obtaining follow-up communications from the employers.

The type of accountant job also had a significant impact on a female applicant’s success. When applying for the more senior jobs, women were less successful than men. Thus, it appears that despite similar qualifications, men were favored for upper-level positions in the accounting firms. To further explore the issue of sex discrimination in the workforce, Firth then distributed a questionnaire to all the employers whose job ads were used in the first part of his study. Firth asked employers: “If two applicants, one male, and the other female, applied for a job in your firm and they had identical qualifications and experience, would they stand an equal chance of getting the job?” (p. 898). Interestingly, 85% of the respondents said they would treat male and female applicants the same. This discrepancy between the attitudes expressed in the questionnaires and actual hiring practices led Firth to conclude that substantial improvements must be made to understand and reduce sex discrimination in the labour market.

Etaugh and Foresman (1983) attempted to add to this understanding by evaluating the effects of gender and marital status on competence ratings of men and women job applicants. First year psychology students participated in the study. These students were
presented with a booklet containing a job application and a sample of work from a ‘newspaper writer’ applicant who had supposedly already been hired. Both gender and marital status were manipulated in the application; otherwise all information in the job application, including the sample of work, was the same. Participants were asked a) to rate the competence of the applicant and b) to predict the individual’s job success based on the information contained in the application. Participants also evaluated the sample of work. Etaugh and Forseman tested the hypothesis that unmarried women would be judged as more competent than married women, and married men would be deemed more competent than unmarried men. The authors’ hypothesis was based on the previously established relation between marital status and occupational attainment, namely that unmarried women have higher levels of earning than married women and married men have higher levels of earning than single men. (Hudis, 1976; Treiman & Terrell, 1975).

Results revealed that neither the sex nor the marital status of the applicant had a strong consistent effect on the participants’ evaluations. It appears that students’ ratings of professional competency is not influenced by an applicant’s gender or marital status. However, it is important to consider some limitations of this study. As with the Renwick and Tosi (1978) study, this research used a simulated approach to the employment situation. Although social desirability characteristics were probably minimized by having participants predict the already hired applicants’ success (rather than determine which applicant to hire), researchers should have considered asking upper year business or journalism students to evaluate the applications (rather than using first year undergraduate psychology students). Perhaps older, more mature students would have different perceptions of how marital and family obligations can impact an individual’s
professional career. Furthermore, Etaugh and Foresman (1983) used the occupation “newspaper writer,” because it was deemed the most gender neutral of twenty-one occupations in a preliminary study. It is unclear in their study exactly how much information participants received regarding the work context of a newspaper writer (e.g., extent of required travel, length of work day) or if any information regarding the qualities required to perform the job successfully (e.g., assertiveness, hard working) were included. Perhaps an effect of marital status or gender would result if more specific information about the position were provided. Moreover, it would be interesting to determine if gender and/or marital status had an effect on a more senior level position (e.g., newspaper editor).

Gender, Marital Status, and Simulated Hiring Decisions

Despite some limitations, many researchers consider the evaluation of applicants’ resumes/ application forms to be of practical value and use this methodology when examining factors that influence hiring practices. (Biggs & Beutell, 1986; Chia, Allred, Grossnickle, & Lee, 1998; Etaugh & Foresman, 1983; Gibbs & Riggs, 1994; Harvie et al., 1998 Klesges, Klem, Hanson, Eck, Ernst, O’Laughlin, Garrot & Rife, 1990; Renwick & Tosi, 1978).

Biggs and Beutell (1986) examined the effects of sex and marital status on evaluations of applicants’ resumes. MBA student participants were asked to play the role of a personnel recruiter and viewed a job description and an applicant’s resume. The applicant’s sex and marital status were the only variations on the resumes. The job of ‘personnel specialist’ was used, as researchers felt it did not possess any bias associated with a traditionally male or traditionally female occupation. Participants then rated the
applicants on work-related variables such as motivation to work, tardiness, promotability, and getting along with others. Participants also indicated whether they would interview or hire the applicant. Results revealed that male participants gave unmarried applicants significantly higher ratings than did female participants with the regard to the decision to interview the applicants. The authors concluded that perhaps males perceive single applicants to be more work-oriented and more involved in their work. The fact that the sex of the applicant did not influence participants' ratings may again be explained by the ambiguous duties associated with a 'personnel specialist.' Alternatively, it may be the case that gender biases are not as influential when employers are considering hiring for a general-level employment position. In 1986 (when this study was conducted) the gap separating equal employment rates between men and women was already beginning to narrow substantially. Given that, in today's labour market, men and women are probably equally able to find general or entry-level employment positions, it appears that a new research question may have emerged. The proposed study will attempt to extend and update the literature in this field by examining the potential effects of gender and marital status on hiring decisions for senior-level management positions.

For obvious reasons, results from past research in this field (conducted between 17 and 25 years ago) may not be generalizable today. Although factors such as gender and marital status still may have an effect on today's labour market, the impact of these variables may only occur at the senior or upper management levels. Using a similar methodology as the studies outlined above the current study will investigate how perceptions of senior-level applicants may be affected by information not necessarily related to an individual's ability to perform the job. Specifically, by examining the
effects of gender and marital status on simulated hiring decisions, it may be possible to
determine why gender discrimination may be an issue in today’s labour market.

Current Statistics Canada (2000) data reports that only 27% of senior managers
are women. Based on this finding and the results of previous research, (such as Renwick
and Tosi, 1978 and Firth, 1982) the first hypothesis of this study is that male applicants
for a senior-level position will be perceived more favorably and recommended for hiring
more often than will female applicants. In addition, the marital status of an applicant for
a senior-level position may also influence how they are perceived, and this effect may
differ depending on the sex of the applicant. Thus a second hypothesis is that married
males will be perceived more favorably than single males and single females will be
perceived more favorably than married females.
CHAPTER II

Method

Overview

The design of the proposed study resembled that of previous research conducted in this area. Participants were asked to participate in a project designed to help a large multi-national corporation evaluate their current selection procedure for their upper management and senior executive positions. As part of the project, participants reviewed an individual’s application for an upper-level management position and a job description for that position and then completed a questionnaire about the applicant. The only variations that appeared on the application were the independent variables. A 2x2 (Applicant Gender x Marital Status) between subjects design was used. Participants were randomly assigned to receive an application from one of the four conditions – married male, married female, single male, single female.

Participants

Eighty-nine Masters in Business Administration (MBA) and upper-year business students enrolled at the University of Windsor participated in the experiment. The mean age of participants was 26.4 (SD = 5.5) and just over half of the participants were male (56.6%). Students were recruited from three MBA summer courses and one fourth year honours business course. Participants were randomly assigned to receive an application from one of the four conditions yielding the following group compositions: 21 received married female, 23 received single female, 24 received married male, and 21 received single male.
Materials

An actual job description for an upper-level management position in human resources obtained from an online job search was used as the stimulus material (See Appendix A). This type of position has been used in similar research (Biggs & Beutell, 1986) to avoid any perceived association of the job as a traditional male or traditional female field of work.

The application form for the fictional company was a modification of an actual application form used by the human resources division of an Ontario municipality. Each application contained the exact same qualifications and work experience. The only variation in the applications was the independent variables of applicant sex and marital status. Applicant sex was manipulated by the name on the application (Paul for a male applicant and Pauline for a female applicant); marital status was manipulated in a personal information section of the application form. Two levels of sex and two levels of marital status yielded four different application forms (See Appendix B).

When preparing the application forms, it was important to include qualifications and work experience that at least met the minimum requirements of the job description, but did not exceed them. If the applicants' qualifications were outstanding, then it would be quite possible that every participant in the research study would recommend the individual whose application they were asked to review and consequently, there would be little or no variation in their responses. When applicants are more qualified, the decision of an employer would be easy. When applicants are equally moderately qualified, employers may have to attend to other, non-relevant information to help them make their
hiring decisions (Gibbs & Riggs, 1994). It may be this process that impedes women from attaining employment at higher levels of management.

The dependent measure contained 17 statements (See Appendix C) modified from Klesges et al. (1990), including perceptions of the applicant’s work habits, reliability and absenteeism, and interpersonal skills. For each of the 17 statements, participants were asked to indicate the extent of their agreement on a five-point Likert scale ranging from 1=“strongly agree” to 5=“strongly disagree.” The questionnaire also included two general statements regarding the applicant’s qualifications for the job, and whether the participant would recommend hiring the applicant. In addition, two open-ended questions were included to ask participants about any specific concerns or reservations they may have regarding the applicant’s qualifications or any information contained in the personal information section of the application. In order to aid in the interpretation of the results, should they show different hiring rates for males versus females or married versus unmarried applicants, these open-ended questions will be used to directly ask the participants why they evaluated an applicant in a particular manner and why they recommended or did not recommend the applicant for hire. Finally, a manipulation check was included to determine if participants attended to the information regarding the independent variables in the application.

Procedure

Participants were told that an internationally recognized company was interested in evaluating their current selection procedure for their upper management and senior executive positions. They were also informed that because MBA students have received formal training in business and human resource management, the organization would like
to ask for their assistance with the project. This cover story was used to increase the study's realism and to reduce the effects of social desirability. Participants were then asked to take a couple of minutes to review the job description and application provided. Once they had read both the job description and application, participants then completed the questionnaire regarding the applicant's work habits, interpersonal skills, etc., and determined whether or not to recommend the applicant for hire. (See Appendix D for study instructions).

After the participants completed the questionnaire, the researcher informed them of the actual nature of the study and conducted a full debriefing. Participants were then asked not to discuss the study with other students until after the data collection period was complete (See Appendix E for informed consent and debriefing information).
CHAPTER III

Results

Manipulation Check

A completely randomized factorial design was used to determine if MBA and upper-year business students would rate applicants differently on a variety of work-related dimensions. Before carrying out the analysis of the dependent variables, it was important to ascertain whether the participants attended to the information represented by each of the independent variables (gender of applicant and marital status of the applicant).

After reviewing the job description and application, each participant answered a number of questions designed to summarize the applicant’s qualifications. This process was actually a type of manipulation check. Two of the summary questions referred to the applicant’s gender and marital status. Responses to the two questions about the independent variables revealed that 83 participants (93.3%) correctly identified the applicant’s gender and marital status.

Analysis of the Dependent Variables

To examine the overall effects of gender and marital status, an analysis of variance was conducted using the two general items regarding the applicants’ qualifications for the job (“This applicant is qualified for the job”), and the participants’ recommendation for hire (“I would recommend hiring this applicant for the job”) as dependent variables. There were no significant effects of gender or marital status on either of the two dependent variables.
To examine any distinct constructs or work-related variables measured by the dependent measure, a principal components analysis was conducted using the fifteen remaining work-related items from the questionnaire. Four of the questionnaire items were associated with negative statements (i.e. "If hired, this applicant would be likely to use more sick days than others") and were therefore recoded. A four-component solution emerged from the principal component analysis. The total amount of variance accounted for by the four-component solution was 51.07%. Component one, $\lambda = 3.11$, accounts for 18.16% of the total variance. Component two, $\lambda = 1.96$, accounts for 13.51% of the total variance, while component three, $\lambda = 1.34$ accounts for 10.45% of the total variance. Finally, component four, $\lambda = 1.25$ accounts for 8.95% of the total variance.

Table 1 summarizes the four components and their various item loadings. Items loading highest on component one are: "be well organized and would manage their time effectively", "take pride in his/her work", "get future promotions", "be a hard worker", "need a lot of direction and supervision" – recoded, and "rarely be late for work". Given these various item loadings, this component was labeled "Work Habits".

Items loading highest on component two are: "have emotional problems that would interfere with hi/her job" – recoded, "be more lonely, depressed and anxious than others" – recoded, "be in control and can take charge of his/her life", and "use more sick days than others" – recoded. After examining these item loadings, this component was labeled "Emotional Stability".

Items loading highest on the third component are: "be willing to travel or even transfer to a division abroad if the position required them to do so", "work extra hours (i.e. evenings and weekends if required to get the job done)", and "get along well with
<table>
<thead>
<tr>
<th>Component and item</th>
<th>Rotated item loading</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work habits</strong></td>
<td></td>
</tr>
<tr>
<td>Be well organized</td>
<td>.822</td>
</tr>
<tr>
<td>Take pride in his/her work</td>
<td>.727</td>
</tr>
<tr>
<td>Get future promotions</td>
<td>.578</td>
</tr>
<tr>
<td>Be a hard worker</td>
<td>.572</td>
</tr>
<tr>
<td>Need direction (recoded)</td>
<td>.554</td>
</tr>
<tr>
<td>Rarely late</td>
<td>.263</td>
</tr>
<tr>
<td><strong>Emotional Stability</strong></td>
<td></td>
</tr>
<tr>
<td>Have emotional problems (recoded)</td>
<td>.777</td>
</tr>
<tr>
<td>Be lonely/depressed (recoded)</td>
<td>.741</td>
</tr>
<tr>
<td>Be in control of his/her life</td>
<td>.479</td>
</tr>
<tr>
<td>Use more sick days than others (recoded)</td>
<td>.436</td>
</tr>
<tr>
<td><strong>Organizational Commitment</strong></td>
<td></td>
</tr>
<tr>
<td>Willing to travel/transfer</td>
<td>.808</td>
</tr>
<tr>
<td>Willing to work extra hours</td>
<td>.570</td>
</tr>
<tr>
<td>Get along with other employees</td>
<td>.445</td>
</tr>
<tr>
<td><strong>Reliability</strong></td>
<td></td>
</tr>
<tr>
<td>Have a lot of health problems (recoded)</td>
<td>-.757</td>
</tr>
<tr>
<td>Remain an employee with organization</td>
<td>.729</td>
</tr>
<tr>
<td>five to ten years from now</td>
<td></td>
</tr>
</tbody>
</table>
other employees”. Given these high item loadings, this component was labeled “Commitment to the Organization”.

Items loading highest on the fourth and final component are: “have more health problems than others” – recoded and “remain an employee with the organization 5-10 years from now”. This final component was labeled “Reliability”.

To examine the effects of the independent variables on the four components measured by the questionnaire, an analysis of variance was conducted using each of the four components as separate dependent variables. When entering the first component, “Work Habits” as the dependent variable, a main effect for gender was obtained $F(1, 82) = 4.778, p < .05$. Female applicants ($M= 23.74$, $SD = 3.31$) received significantly higher ratings on the “Work Habits” items than did the male applicants ($M=22.39$, $SD =2.52$). Higher ratings are associated with a more positive evaluation of the applicant (i.e. the applicant possesses more favorable work habits). No significant effects of marital status were observed. There was also no significant interaction effect of the two independent variables.

When using “Emotional Stability” as the dependent variable, a main effect for marital status was obtained $F(1,85) = 4.34, p > .05$. Married applicants ($M=15.02$, $SD=2.57$) received significantly higher ratings on the “Emotional Stability” questionnaire items than did single applicants ($M=13.98$, $SD=1.92$). Higher scores are again associated with more favorable evaluations (i.e. the applicant is more emotionally stable). No significant effects of gender were observed. Again, no significant interaction effects were observed.
When examining "Commitment to the Organization" as the dependent variable, a main effect for marital status was obtained $F(1, 85) = 12.16, p > .05$. In this case, single applicants ($M=11.36, SD=1.47$) received higher ratings on the "Employee Loyalty" items than did the married applicants ($M=10.09, SD=1.95$). Higher scores are once again associated with more favorable evaluations (i.e. the applicant would exhibit a greater commitment to the company). No significant main effects for gender were observed, nor were any significant interaction effects obtained for this dependent variable.

No significant main effects or interaction effects of the independent variables were observed when using the final component "Reliability" as the dependent variable.

At the end of the questionnaire, participants were asked if they had any concerns regarding the applicant’s qualifications and their "fit" with the position. Table 2 displays the percentage of participants per condition who expressed having concerns with the applicants’ qualifications. Participants had the most concerns about the qualifications of married males. Single males and married females received the same percentage of concerns, followed by single females who received the lowest percentage of concerns about their qualifications for the job. Despite such observed differences, chi-square tests reveal no significant relation between application condition and qualification concerns $\chi^2(3, N = 89) = 2.14, ns$. When examining the average percentage totals for gender, females received a lower percentage of concerns regarding qualifications than males. This would indicate that females are perceived more favorably than males concerning their qualifications and perceived fit with the job. Results from a chi-square analysis however, were not significant $\chi^2(1, N = 89) = 1.12, ns$. When examining the average percentage totals for marital status, single individuals receive a lower percentage of
concerns about their qualifications for the job indicating they are perceived more favorably than married individuals. However, results from a chi-square analysis were not significant \( \chi^2(1, N = 89) = 1.12, ns. \)

When asked to elaborate on their reasons for concern, explanations did not vary with condition. For example, each of the four applicants received the reasons, “lack of experience” and “lack of loyalty” when participants explained their concerns regarding the applicant’s qualifications. Also, for each of the four applicants, participants stated they would have to interview the individual before elaborating further.

Participants were also asked if they had any concerns regarding the applicant’s personal profile and their “fit” with the position. Table 3 displays the percentage of participants per condition who expressed concerns regarding the applicant’s personal profile.

Participants again had the most concerns with married males. Married females received the second highest percentage of concerns, followed by single males then single females. However, results from a chi-square analysis reveal no significant relation between applicant condition and personal profile concerns \( \chi^2(3, N = 89) = 5.23, ns. \) When examining the average percentage totals for gender, males received higher percentages of concerns than females regarding their personal profile. This would indicate that females are perceived more favorably than males regarding their personal profile and their perceived fit for the job. Again, results from a chi-square analysis were not significant \( \chi^2(1, N = 89) = 1.12, ns. \) When examining the average percentage totals for marital status, married applicants received higher percentages of concerns than single applicants regarding personal profile. Again, this would indicate that single applicants are perceived more favorably than married applicants. Results from a chi-square analysis reveal a
Table 2

Percentage of Participants per Condition Who Expressed Concerns with Applicant’s Qualifications

<table>
<thead>
<tr>
<th>Gender of Applicant</th>
<th>Male</th>
<th>Female</th>
<th>Total marital status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marital Status of Applicant</td>
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<td>42</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>33</td>
<td>22</td>
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<tr>
<td>Total gender</td>
<td>37.5</td>
<td>27.5</td>
<td></td>
</tr>
</tbody>
</table>

*Note.* Results from chi-square analyses were not significant for all comparisons.
Table 3

Percentage of Participants per Condition Who Expressed Concerns with Applicant's Personal Profile

<table>
<thead>
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<th>Gender of Applicant</th>
<th>Male</th>
<th>Female</th>
<th>Total marital status*</th>
</tr>
</thead>
<tbody>
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<td>Marital status</td>
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<tr>
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<td>Applicant status</td>
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<tr>
<td>Single</td>
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<td>22</td>
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<tr>
<td>Total gender</td>
<td>37</td>
<td>27.5</td>
<td></td>
</tr>
</tbody>
</table>

Note. * Indicates significant chi-square analysis at p > .05 level. All other comparisons were not significant.
significant relation between marital status and concerns regarding personal profile $\chi^2(1, N = 89) = 3.85, p<.05$. Married applicants received more concerns than expected regarding personal profile. Conversely, single applicants received fewer concerns than expected regarding personal profile and their “fit” with the position. When asked to elaborate on their reasons for concern regarding the applicants’ personal profile, participants seemed to be influenced by the applicants’ marital status. For example, of those participants who received an application for a married male, 33% who expressed concern regarding the applicant’s personal profile gave the reason “he may not be willing to travel or work long hours because he is married”. Of the participants who received an application from a married female and expressed concern regarding the individual’s personal profile, 67% gave the reason “marital status may influence the individual’s ability to travel/ work long hours, sick days, and flexibility”. Marital status was also discussed by participants who received an application from a single male. For example, one comment indicated that “being single may cause emotional instability” and two others indicated that “because he is single, he may not be a team player.” It is also interesting to note that several participants commented that the applicant should not have disclosed or discussed their gender or marital status as it could influence their chances of being hired.
CHAPTER IV

Discussion

The findings of the current study reveal that neither gender nor marital status had an overall consistent effect on the participants’ evaluations of the applicants on a variety of work-related dimensions. Instead, both gender and marital status each differentially affected separate work-related variables. Whereas gender affected measures of work habits (favoring females over males), marital status influenced measures of emotional stability (favoring married applicants over single applicants) and organizational commitment (favoring single applicants over married applicants).

It is interesting to note that the majority of these effects were not as anticipated. For example, contrary to Hypothesis 1, females received higher ratings than males on measures of individual work habits. Any influence of gender on the dependent variables was expected to be in the opposite direction. Moreover, there was no clear-cut influence of marital status. It was hypothesized that an interaction effect of marital status would be obtained, such that married males would be perceived more favorably than single males, while single females would be perceived more favorably than married females. Instead of interacting with gender, marital status seemed to interact with the work-related variable being investigated.

Relying on past research in the area of gender, marital status, and employment, it is unclear why females were rated more favorably than males on the “Work Habits” component of the questionnaire, but there are several possible explanations. Perhaps the results can be explained by the fact that MBA students receive formal training in human resources management. Students are therefore probably familiar with the Canadian
Human Rights Act and the importance of the Employment Equity Act. To the extent that participants were familiar with the laws affecting discriminatory practices of employment, they are probably less likely to base their decisions on non-work-related factors. This possibility is further supported by the fact that several students commented that the applicants should not draw attention to, or include information about, their gender and/or marital status.

Perhaps if actual managers in the workplace participated in a similar study, the results would be different. Actual managers are probably aware of the laws affecting discriminatory practices, but because their formal theoretical training may not be as salient as that of MBA students, actual managers may be more likely to discriminate against females when hiring senior managers (consistent with the results of Firth, 1982). The validity and generalizability of the results obtained from such a study would probably be increased if the managers were not aware they were actually participating. Unobtrusive methods (such as sending in various applications representing the manipulations of the independent variables to actual job advertisements) would reduce the amount of reactivity associated with obtrusive, self-report measures. In his review of studies of discrimination and stigmatization, Page (2000, p. 2130) asserts that “data show acceptance when responses are obtained with reactive measures, and data show rejection when responses are obtained with non-reactive measures”.

The use of obtrusive/reactive measures (such as the materials used in the current study) may serve to heighten the contrast between what people say and what they actually do (Page, 2000). For example, the MBA student participants in the current study may have been motivated by the desire to appear non-biased to the (fictional) company asking
for their help. As a result, their responses may not accurately reflect their true attitudes about the applicants.

Nonetheless, the fact that female applicants were perceived more favorably than male applicants on measures of work habits has some implications. If MBA students represent the attitudes and values of future managers, then perhaps the gap between the advancement rates of men and women is beginning to narrow. These results may also suggest that males could be facing a disadvantage. Although there was no overall effect of gender on the decision to hire the individual, females were perceived more favorably than males on measures of work habits despite the fact that their applications were identical to that of the male applicants.

Whereas gender impacted measures of individual work habits, it did not affect ratings of emotional stability. Instead, measures of emotional stability were affected by the applicant’s marital status. Married applicants received significantly higher ratings on measures of emotional stability than did single applicants. This would indicate that married applicants were perceived more favorably than single applicants on this dimension.

These findings may be the consequence of the perception that married individuals are more emotionally mature than single individuals. If marriage is viewed as a life goal, then individuals who have not yet attained this milestone may be perceived as immature. Byrd and Breuss (1992. p. 145) report that “society provides its members with a set of expectations, or age norms, about when to achieve life goals”. In their study examining perceptions of sociological and psychological age norms, Byrd and Breuss reported a considerable agreement as to when a person should attain the milestones of life, including
when one should be married (at approximately 25 years of age). In the current study, the "Emotional Stability" variable may have been affected by the participants' expectations that the professionals outlined in the applications should have attained the "marriage milestone", and single applicants were rated less favorably due to their lack of attaining this milestone.

The implications of this finding may not be completely obvious at first. One may even wonder how an applicant's emotional stability is related to hiring decisions or promotability. Palazzo and Kleiner (2002) would argue that it is an important factor to consider when screening applicants for possible jobs. In their recent publication addressing the effective hiring of employees, the authors discuss several characteristics to help employers recognize great employees. Some of these characteristics include that the individual "put family first, before work" and that "they are emotionally mature" (p.55). If emotional stability (or the lack thereof) can influence whether an applicant is perceived positively or negatively, an applicant would be at a disadvantage if they were to mention they were single.

However, the effects of marital status on the evaluations of the applicants are not so clear-cut. Results from the current study reveal that although married applicants were perceived as more emotionally stable, single applicants were perceived as more committed to the organization. This finding seems to coincide with the general and traditional assumption that married individuals would have more family obligations and thus be less likely to devote their time to their careers and the organizations they work for. In fact, several participants commented that the organization may be concerned that
married applicants would be less likely to travel or transfer because of their family situation.

Thus, it appears that the effect of marital status may differ depending on the work-related variable being considered. If an organization is seeking an individual who is emotionally mature, they may be more inclined to choose a married applicant. On the other hand, if an organization is seeking an employee who is committed to the organization, they may be more likely to select an applicant who is single.

These results confirm what some of the MBA participants themselves seemed to know all along: It is not wise to include one’s marital status on a job application or resume. It is also not wise for an applicant to draw attention to his/her gender (i.e. applicants might consider using just initials instead of a complete first name on application forms). Doing so may cause employers to make certain negative assumptions about the applicant, placing the applicant at an unfair disadvantage if applying for a senior-level management position. Although training these future managers to guard against any biases that may result from making inferences based on irrelevant information would seem to be a logical first step in reducing potential unfair discrimination, the current results suggest that unfair inferences are quite pervasive although not necessarily related systematically to gender or marital status differences. Students seemed to know that paying attention to irrelevant information was “wrong”, however they allowed that information to influence their evaluations of the applicants. Aside from the irrelevant, the information contained in each application was identical. However, certain types of applicants were perceived more favorably than others on various work-related dimensions. The current results could have serious implications for
applicants in the "real world". However, corroborating results in the field using actual managers may be needed to ascertain exactly how serious these implications are.
CHAPTER V

References


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Appendix A: Job Description
JOB DESCRIPTION

Job Title: Senior Human Resources Manager

Manages: the Company's compensation and employee relations programs and services.

Compensation: The targeted hiring salary is in the $80,000 to $90,000 base range. In addition, there is a performance bonus plan. Compensation will be commensurate with qualifications and experience.

The Company: A highly successful North American services company with one of the largest portfolios of commercial real estate in Canada. As a leading investor, owner, and manager of commercial properties, our company enjoys an enviable reputation for its innovative design, development, and property management.

The Mandate: The Senior Human Resources Manager provides expertise and strategic direction for the compensation, benefits, and employee relations functions across the company. In the compensation area this includes the evaluation, analysis, and implementation of compensation and benefit reviews, job evaluation incentive systems, compensation administration and payroll. In the Employee Relations area this includes the support and development of staff members within the Employee Relations function as well as providing Employee Relations support in the Corporate office. The successful candidate will be an active participant in the development and implementation of HR policies and programs.

Specific Requirements:

- An undergraduate degree in Human Resources or a related area is required.
- A strong record of compensation expertise demonstrated through at least 4 years specialization in this discipline.
- A minimum of eight years experience in human resources with exposure as a Human Resources generalist and previous experience within employee relations.
- Demonstrates excellent leadership through at least 4 years of successful staff management experience.
- A progressive human resources leader with a strong business sense.
- A track record of personal and team achievement, with clear personal contributions to the positive evolution of a business through innovative thinking and an ability to "make things happen."
- Ability to work and communicate effectively in a large, complex, multi-location environment.
Appendix B: Application Forms
EMPLOYMENT APPLICATION FORM

Title of Position Applied for: SENIOR HUMAN RESOURCES MANAGER

Applicant’s Name: PAULINE LARSON

First Name

Last Name

Address: 4-116 CASS AVE. SCARBOROUGH, ONT. M1T 3P9  Phone: 416-292-6174

EDUCATION

<table>
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EMPLOYMENT HISTORY (List present or most recent position first)

Employer: KOEFFLER PHARMACEUTICALS

Position Held: HR MANAGER  Supervisor’s Name/Title: A. HOPKINS, DIRECTOR OF HR

Employment Period: From MARCH 1999 To PRESENT

Major Responsibilities: ORGANIZATIONAL DEVELOPMENT, STAFFING, TRAINING AND DEVELOPMENT, COMPENSATION AND BENEFITS, PERFORMANCE MANAGEMENT, CAREER DEVELOPMENT, EMPLOYEE RELATIONS AND COMMUNITY RELATIONS
Employer: 

**HOME DEPOT**

HR COMPENSATION AND

**Position Held:** BENEFITS SPECIALIST 

**Supervisor's Name/Title:** D. CHANG, HR MANAGER

**Employment Period:** From OCT. 1997 To FEB. 1999

Major Responsibilities: PROVIDE HR TEAM WITH ADVICE AND ASSISTANCE WITH

RESPECT TO PROMOTIONS & RECLASSIFICATIONS, RECOMMENDATIONS ON NEW HIRE GRADING, ER

ADMINISTRATION OF CANADIAN BENEFITS & ENSURING PROPER COVERAGE WAS IN PLACE.

Employer: 

**HUMAN RESOURCES DIVISION, CITY OF BURLINGTON**

**Position Held:** HR ASSISTANT 

**Supervisor's Name/Title:** P. SERES PERSONNEL MANAGER

**Employment Period:** From JUNE 1993 To SEPT. 1997

Major Responsibilities: PREPARING JOB POSTINGS, CONDUCTING JOB APPLICANT

SCREENING & INTERVIEWING, REFERENCE CHECKING & A COMBINATION OF

ADMINISTRATIVE & PROJECT-RELATED WORK.

PERSONAL INFORMATION (Please list any additional information such as interests or experiences that you believe are relevant to this application. Attach a separate letter if necessary.)

I AM A MARRIED, ENERGETIC INDIVIDUAL WHO IS DEDICATED, HARD-WORKING, AND GOAL ORIENTED. I AM ABLE TO SUCCESSFULLY

BALANCE MY PROFESSIONAL CAREER WITH AN ACTIVE PARTICIPATION

IN NUMEROUS OUTSIDE INTERESTS. I ENJOY OUTDOOR ACTIVITIES

INCLUDING CAMPING, SKIING, AND GOLF. I THRIVE IN

FAST-PACED ENVIRONMENTS AND ENJOY BEING PART OF A

TEAM. I FEEL I HAVE THE SUPERIOR COMMUNICATION, ORGANIZATION, AND LEADERSHIP SKILLS YOU ARE SEEKING.

[Signature]

Applicant's Signature

[Date]

Jan. 23/03
January 23, 2003

Minton Commercial Corporation
P.O Box 52
Toronto, ON
M2J 1B5

Dear Sir or Madam:

I am writing to apply for the position of Senior Resources Manager. Attached, please find a copy of my application form, which outlines my academic, professional, and management qualifications and experience.

I am currently a human resources manager with Koeffler Pharmaceuticals’ head office. During the past four years, I have been responsible for overseeing all Human Resources aspects for more than one hundred employees and associates. I am also responsible for the organizational development, staffing, training and learning, compensation and benefits, performance management, career development and employee relations, as well as community relations.

As a human resources compensation and benefits specialist with the Home Depot, I was responsible for procuring salary surveys, performing job analyses and grading. Also, I provided managers and the HR team with advice and assistance with respect to promotions and reclassifications, and recommendations on new hire grading. The benefits portion of the role included the administration of Canadian benefits and assisting local HR Managers, to ensure proper benefit coverage was in place.

Finally, I am an extremely hard working individual who is both comfortable and accomplished in dealing with employees and clients at all levels of an organization, from entry-level to senior executives and chief executive officers. In addition, I am a self-started and possess excellent organizational, management and people skills. In short, I believe I will make a positive contribution to your organization.

Should you wish to obtain additional information, please do not hesitate to contact me at (416) 292-6174.

Sincerely yours,

P. Larson

Pauline J. Larson
4-116 Cass Ave.
Scarborough, Ontario M1T 3P9
Title of Position Applied for: **Senior Human Resources Manager**

Applicant's Name: **Pauline Larson**

Address: **4-116 Cass Ave. Scarborough, ON. M1T 3P9** Phone: **416-292-6174**

**EDUCATION**

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<td>Professional Program</td>
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**EMPLOYMENT HISTORY** (List present or most recent position first)

Employer: **Koeffler Pharmaceuticals**

Position Held: **HR Manager** Supervisor's Name/Title: **A. Hopkins, Director of HR**

Employment Period: From **March 1999** To **Present**

Major Responsibilities: **Organizational Development, Staffing, Training and Development, Compensation and Benefits, Performance Management, Career Development, Employee Relations, and Community Relations.**
Employer: Home Depot

HR Compensation and Benefits Specialist  Supervisor's Name/Title: D. Chiang, HR Manager


Major Responsibilities: Provide HR team with advice and assistance with respect to promotions & reclassifications, recommendations on new hire grading, etc. Administration of Canadian Benefits & ensuring proper coverage was in place.

Employer: Human Resources Division, City of Burlington

Position Held: HR Assistant  Supervisor's Name/Title: P. Sere, Personnel Mgr.


Major Responsibilities: Preparing job postings, conducting job applicant screening & interviewing, reference checking & a combination of administrative & project-related work.

PERSONAL INFORMATION (Please list any additional information such as interests or experiences that you believe are relevant to this application. Attach a separate letter if necessary.)

I am a single, energetic individual who is dedicated, hard-working, and goal-oriented. I am able to successfully balance my professional career with an active participation in numerous outside interests. I enjoy outdoor activities including camping, skiing, and golf. I thrive in fast-paced environments and enjoy being part of a team. I feel I have the superior communication, organization, and leadership skills you are seeking.

Applicant’s Signature: [Signature]

Date: Jan. 23/03

43
January 23, 2003

Minton Commercial Corporation
P.O Box 52
Toronto, ON
M2J 1B5

Dear Sir or Madam:

I am writing to apply for the position of Senior Resources Manager. Attached, please find a copy of my application form, which outlines my academic, professional, and management qualifications and experience.

I am currently a human resources manager with Koeffler Pharmaceuticals' head office. During the past four years, I have been responsible for overseeing all Human Resources aspects for more than one hundred employees and associates. I am also responsible for the organizational development, staffing, training and learning, compensation and benefits, performance management, career development and employee relations, as well as community relations.

As a human resources compensation and benefits specialist with the Home Depot, I was responsible for procuring salary surveys, performing job analyses and grading. Also, I provided managers and the HR team with advice and assistance with respect to promotions and reclassifications, and recommendations on new hire grading. The benefits portion of the role included the administration of Canadian benefits and assisting local HR Managers, to ensure proper benefit coverage was in place.

Finally, I am an extremely hard working individual who is both comfortable and accomplished in dealing with employees and clients at all levels of an organization, from entry-level to senior executives and chief executive officers. In addition, I am a self-started and possess excellent organizational, management and people skills. In short, I believe I will make a positive contribution to your organization.

Should you wish to obtain additional information, please do not hesitate to contact me at (416) 292-6174.

Sincerely yours,

P. Larson

Pauline J. Larson
4-116 Cass Ave.
Scarborough, Ontario M1T 3P9
EMPLOYMENT APPLICATION FORM

Title of Position Applied for: Senior Human Resources Manager

Applicant’s Name: Paul Larson

Address: 4-116 Cass Ave., Scarborough, ON. Phone: (416) 292-617

EDUCATION

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</table>
| Professional Registrations and Memberships | -Canadian Payroll Association  
                                | -Human Resources Professional Association of Ontario | -Canadian Payroll Association Certificate  
                                | -CHRP 1997                                                      |

EMPLOYMENT HISTORY (List present or most recent position first)

Employer: Koeffler Pharmaceuticals

Position Held: HR Manager  Supervisor’s Name/Title: A. Hopkins, Director of H.

Employment Period: From March 1999 To Present

Major Responsibilities: Organizational Development, Staffing, Training and Development, Compensation and Benefits, Performance Mgmt, Career Development, Employee Relations and Community Relations
Employer: Home Depot

HR Compensation and

Position Held: Benefits Specialist Supervisor’s Name/Title: D. Chang, HR Manager

Employment Period: From October 1997 To February 1999

Major Responsibilities: Provide HR team with advice and assistance with respect to promotions & reclassifications, recommendations on new hire grades. Administration of Canadian Benefits & ensuring proper coverage was in place.

Employer: Human Resources Division, City of Burlington

Position Held: HR Assistant Supervisor’s Name/Title: R. Speres, Personnel Mgr.

Employment Period: From June 1993 To September 1997

Major Responsibilities: Preparing Job Postings, conducting job applicant screening & interviewing, reference checking & a combination of administrative & project-related work.

PERSONAL INFORMATION (Please list any additional information such as interests or experiences that you believe are relevant to this application. Attach a separate letter if necessary.)

I am a single, energetic individual who is dedicated, hard-working, and goal-oriented. I am able to successfully balance my professional career with an active participation in numerous outside interests. I enjoy outdoor activities including camping, skiing, and golf. I thrive in fast-paced environments and enjoy being part of a team. I feel I have the superior communication, organization, and leadership skills you are seeking.

[Signature]

Applicant’s Signature

February 23, 2003

Date
January 23, 2003

Minton Commercial Corporation  
P.O Box 52  
Toronto, ON  
M2J 1B5

Dear Sir or Madam:

I am writing to apply for the position of Senior Resources Manager. Attached, please find a copy of my application form, which outlines my academic, professional, and management qualifications and experience.  

I am currently a human resources manager with Koeffler Pharmaceuticals' head office. During the past four years, I have been responsible for overseeing all Human Resources aspects for more than one hundred employees and associates. I am also responsible for the organizational development, staffing, training and learning, compensation and benefits, performance management, career development and employee relations, as well as community relations.

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Should you wish to obtain additional information, please do not hesitate to contact me at (416) 292-6174.

Sincerely yours,

[Signature]

Paul J. Larson  
4-116 Cass Ave.  
Scarborough, Ontario M1T 3P9
EMPLOYMENT APPLICATION FORM

Title of Position Applied for: Senior Human Resources Manager

Applicant’s Name: Paul Lupton

Address: 4-116 Cass Ave, Scarborough, Ont. M1T 3P7 Phone: 416-292-6174

EDUCATION

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<tbody>
<tr>
<td>Business, Trade or Technical School</td>
<td>Number College, Brampton Post-Graduate Program in Human Resources</td>
<td>Post Graduate Diploma in Human Resources Management</td>
</tr>
<tr>
<td>Community College</td>
<td>Ryerson University, Toronto Business Management</td>
<td>B. Comm. Degree in Business Management</td>
</tr>
<tr>
<td>University</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Registrations and Memberships</td>
<td>Canadian Payroll Association</td>
<td>Canadian Payroll Association Certification 1996</td>
</tr>
<tr>
<td></td>
<td>Human Resources Professional Association of Ontario</td>
<td>CHRP 1997</td>
</tr>
</tbody>
</table>

EMPLOYMENT HISTORY (List present or most recent position first)

Employer: Koeffler Pharmaceuticals

Position Held: HR Manager Supervisor’s Name/Title: A. Hopkins, Director of HR

Employment Period: From March 1999 To Present

Major Responsibilities: Organizational Development, Staffing, Training and Development, Compensation and Benefits, Performance Management, Career Development, Employee Relations and Community Relations
Employer: **HOME DEPOT**
HR Compensation and Benefits Specialist
Position Held: **BENEFITS SPECIALIST**
Supervisor’s Name/Title: **D. CHANG, HR MANAGER**
Employment Period: From **OCT 1997** To **FEB 1999**
Major Responsibilities: Provide HR Team with advice and assistance with respect to promotions & reclassifications, recommendations on new hire grading, etc. Administration of Canadian benefits & ensuring proper coverage was in place.

Employer: **HUMAN RESOURCES DIVISION, CITY OF BURLINGTON**
Position Held: **HR ASSISTANT**
Supervisor’s Name/Title: **P. SERES, PERSONNEL MGR.**
Employment Period: From **JUNE 1993** To **SEPT 1997**
Major Responsibilities: Preparing job postings, conducting job applicant screening & interviewing, reference checking & a combination of administrative & project-related work.

PERSONAL INFORMATION (Please list any additional information such as interests or experiences that you believe are relevant to this application. Attach a separate letter if necessary.)

*I am a married, energetic individual who is dedicated, hard-working, and goal-oriented. I am able to successfully balance my professional career with an active participation in numerous outside interests. I enjoy outdoor activities including camping, skiing, and golf. I thrive in fast-paced environments and enjoy being part of a team. I feel I have the superior communication, organization, and leadership skills you are seeking.*

*Pherson*  
Applicant’s Signature  
*JAN 23/03*  
Date
January 23, 2003

Minton Commercial Corporation  
P.O Box 52  
Toronto, ON  
M2J 1B5

Dear Sir or Madam:

I am writing to apply for the position of Senior Resources Manager. Attached, please find a copy of my application form, which outlines my academic, professional, and management qualifications and experience.

I am currently a human resources manager with Koeffler Pharmaceuticals' head office. During the past four years, I have been responsible for overseeing all Human Resources aspects for more than one hundred employees and associates. I am also responsible for the organizational development, staffing, training and learning, compensation and benefits, performance management, career development and employee relations, as well as community relations.

As a human resources compensation and benefits specialist with the Home Depot, I was responsible for procuring salary surveys, performing job analyses and grading. Also, I provided managers and the HR team with advice and assistance with respect to promotions and reclassifications, and recommendations on new hire grading. The benefits portion of the role included the administration of Canadian benefits and assisting local HR Managers, to ensure proper benefit coverage was in place.

Finally, I am an extremely hard working individual who is both comfortable and accomplished in dealing with employees and clients at all levels of an organization, from entry-level to senior executives and chief executive officers. In addition, I am a self-started and possess excellent organizational, management and people skills. In short, I believe I will make a positive contribution to your organization.

Should you wish to obtain additional information, please do not hesitate to contact me at (416) 292-6174.

Sincerely yours,

[Signature]

Paul J. Larson  
4-116 Cass Ave.  
Scarborough, Ontario M1T 3P9
A) Based on the applicant’s submitted materials, please provide a brief summary of the following information (please leave question blank if information is not available):

1) Number of years of relevant work experience: ______________________

2) Key aspects of applicant’s work experience relevant to the job:
   a) __________________________
   b) __________________________
   c) __________________________

3) Key skills and abilities relevant to the job:
   a) __________________________
   b) __________________________
   c) __________________________

4) Age of applicant (select one):
   20-30 □   31-40 □   41-50 □   51-60 □

5) Gender of applicant (select one):
   Male □   Female □

6) Marital status of applicant (select one):
   Single □   Married □   Divorced □   Other □
B) Below are 17 statements designed to assess your impressions of the applicant. After reading the job description and reviewing the individual’s application, please indicate your extent of agreement using the scale provided. Circle the appropriate number to show how strongly you agree or disagree with each statement. The scale is:

<table>
<thead>
<tr>
<th></th>
<th>1: strongly disagree</th>
<th>2: slightly disagree</th>
<th>3: don’t know</th>
<th>4: slightly agree</th>
<th>5: strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Be a hard worker.</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
<tr>
<td>2) Need a lot of direction and supervision.</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
<tr>
<td>3) Take pride in his/her work.</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
<tr>
<td>4) Be well organized and would manage their time effectively</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
<tr>
<td>5) Get future promotions.</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
<tr>
<td>6) Rarely be late for work.</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
<tr>
<td>7) Use more sick days than others.</td>
<td>1 strongly disagree</td>
<td>2</td>
<td>3 don’t know</td>
<td>4</td>
<td>5 strongly agree</td>
</tr>
</tbody>
</table>

PLEASE CONTINUE TO NEXT PAGE
If hired, this applicant would be likely to:

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8) Have more health problems than others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>9) Remain an employee with the organization 5-10 years from now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>10) Work extra hours (i.e. evenings and weekends) if required to get the job done.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>11) Be willing to travel or even transfer to a division abroad if the position required them to do so.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>12) Get along well with other employees.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>13) Have emotional problems that would interfere with his/her job.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>14) Be in control and can take charge of his/her life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
<tr>
<td>15) Be more lonely, depressed and anxious than others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>strongly disagree</td>
<td>don't know</td>
<td></td>
<td>strongly agree</td>
</tr>
</tbody>
</table>

PLEASE CONTINUE TO NEXT PAGE

54
Using the same scale as above please indicate your extent of agreement with the following statements:

<table>
<thead>
<tr>
<th>16) This applicant is qualified for the job.</th>
<th>1 strongly disagree</th>
<th>2</th>
<th>3 don't know</th>
<th>4</th>
<th>5 strongly agree</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>17) I would recommend hiring this applicant for the job.</th>
<th>1 strongly disagree</th>
<th>2</th>
<th>3 don't know</th>
<th>4</th>
<th>5 strongly agree</th>
</tr>
</thead>
</table>

C) Please respond to the following two questions in the space provided.

1) Do you have any concerns regarding this applicant's **qualifications** and their “fit” with the position? Circle one: Yes / No

Please Explain:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

2) Do you have any concerns regarding this applicant's **personal profile** and their “fit” with the position? Circle one: Yes / No

Please Explain:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Appendix D: Study Instructions (Cover Story)
Study Instructions – Oral

My Name is Simone Maheu and I am a graduate student in industrial/organizational psychology here at the university. The Department of Psychology is currently collaborating with a multinational Canadian company to evaluate the effectiveness of the company’s current selection processes for their senior management positions. Specifically, because of the extensive experience of some of our faculty members in the development of employee selection procedures, the psychology department has been asked to assist the company in the initial screening of applicants for a senior human resource management in the company’s head office. With the consent of the company, Dr. Larry Coutts of the Psychology Department has suggested that we enlist the added assistance of the university’s MBA students who have received formal education and training in areas such as finance, compensation, business strategy and/or human resource management.

Therefore, as part of our formal review process, we would like your assistance in the initial screening of several applicants for the position in question. Company personnel have also undertaken a similar screening of these applicants and eventually, the company will be able to compare its own evaluation with those you provide. Should you agree to participate in this evaluation process, each of you will be asked to review the job description for the company’s Senior Human Resource Manager Position as well as the completed application form and accompanying letter from one of the applicants. After you have received the job description and application material for the applicant you have been given, you will then be asked to evaluate the qualifications and potential of the applicant on a variety of work-related dimensions.

For those who choose to participate, your name will be entered into a draw for a $40 gift certificate for the Devonshire Mall. Your participation is strictly voluntary. In order to get an objective evaluation of these applicants, many of you will receive the application materials for the same person. Therefore, I would appreciate it if you did not discuss your review and evaluation of the applicant with your colleagues until after we finish. At any time, if you have any questions please raise your hand and I will come help you.
Appendix E: Informed Consent and Debriefing Information
CONSENT TO PARTICIPATE IN RESEARCH

Senior Executive Recruitment Procedure Evaluation

You are asked to participate in a project designed to evaluate the senior executive recruitment procedure of a large multi-national corporation. This research is conducted by Dr. Larry Coutts and Ms. Simone Maheu from the Department of Psychology, at the University of Windsor.

If you have any questions or concerns about the research, please feel free to contact Dr. Larry Coutts at lcoutts@uwindsor.ca or Ms. Simone Maheu at maheu2@uwindsor.ca.

Purpose of the Study
A Canadian company has enlisted the assistance of the Industrial/Organizational Division of the Psychology Department to evaluate their current selection procedure for senior executive positions. We are recruiting MBA and upper-level Business students to assist us in this project.

Procedures
If you volunteer to participate in this study, we would ask you to do the following things:

- First we will ask you to answer some demographic questions about yourself.
- Next, you will be asked to read a job description for a senior human resources manager position and an individual’s application form for that position.
- Based on the information provided, you will answer some questions regarding the applicant’s work habits, reliability, absenteeism, and interpersonal skills. You will also be asked whether you recommend the applicant for hire.

It will take approximately 30 minutes to participate.

Potential Risks and Discomforts
There are no known risks associated with this type of research.

Potential Benefits to Participants
The project may not be of direct benefit to you, but you will be entered into a draw to win a $40 gift certificate for the Devonshire Mall for participating.

Confidentiality
At no point will signed consent forms be associated with the study materials. All study materials will be kept in a locked filing cabinet. Results will be reported predominantly in the aggregate. On the occasion that any responses are quoted directly, care will be taken to remove any and all identifying information. The data gathered in this process will be used for research purposes only and no one besides the investigators directly involved in the project will have access to these records.
Participation and Withdrawal
Your participation in this project is entirely voluntary. You are free to refuse to complete any portion of the questionnaire. You are also free to withdraw your consent at any time and terminate your participation without penalty. In addition, you are free to request a summary of the results of the project.

This study has received ethics clearance through the University of Windsor Research Ethics Board. If you have questions regarding your rights as a research participant, contact:

Research Ethics
University of Windsor
Windsor, ON
N9B 3P4

Telephone: (519)259-3000 ext. 3916
Email: ethics@uwindso.ca

Signature of Research Participant

I understand the information provided for the “Senior Executive Selection Evaluation” project as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form.

__________________________________________
Name of Participant

__________________________________________
Signature of Participant

__________________________________________
Date

Signature of Investigator

In my judgment, the participant is voluntarily and knowingly giving informed consent to participate in this research study.

__________________________________________
Signature of Investigator

__________________________________________
Date
Oral Debriefing

Thank you for your participation in this study. I want to take this opportunity to tell you a little more about what I am investigating. As I mentioned, my name is Simone Maheu and I am a psychology graduate student here at the University of Windsor. The results from the study you just participated in will contribute towards my master’s thesis. For my thesis, I am currently investigating the effects of gender and marital status on simulated hiring decisions for senior-level management positions. I am interested in determining whether an applicant’s gender and/or marital status will influence whether they are considered for a senior-level management position. With this research I am hoping to explore why women are underrepresented in senior or upper-level management positions (comprising only 27% of senior executives in 1999), and why women’s career advancement rates are slower than that of men’s.

As a participant, you reviewed a job description and an individual’s application form, and then completed a questionnaire about your thoughts on the applicant. It was explained to you that a corporation was interested in reviewing their current recruitment procedure for upper-level management positions. This is not the case. The situation was created so I could carry out my research study. I could not tell you the true purpose of the research because if my participants knew I was examining the effects of gender and marital status on hiring decisions, their responses may be influenced by these factors when completing the questionnaire. In most research where participants cannot know the true purpose of the study, a cover story is presented instead. The instructions I gave to you at the beginning of the study were actually part of this study’s cover story. No such company exists, and there are no actual applicants for the Senior Human Resources Manager position. Each of you received the exact same job description and application. The only variations that appeared in the applications were the sex of the individual (represented as either Paul or Paula) and their marital status (represented as being either single or married).

I want to take this time to remind you that all data will remain confidential and used only by the researchers associated with this study. As I mentioned, you will be entered into a draw for a $40 gift certificate for Devonshire Mall for your participation.

I will now hand out some additional information regarding my study. I encourage you to read it and feel free to contact my thesis supervisor Dr. Ken Cramer or myself if you have any questions or comments.

As I am still conducting research, I again ask that you not discuss the details of this study with your friends or other classmates.

Does anyone have any questions about what I have just told you?

Thank you again for participating.
The Effects of Gender and Marital Status on Simulated Hiring Decisions

Post-Study Information Form

You have just participated in a research study conducted by Simone Maheu and Dr. Ken Cramer from the Psychology Department and the University of Windsor. The results of this study will contribute to my Masters thesis.

If you have any questions or concerns about the research, please feel free to contact either Simone Maheu (maheu2@uwindsor.ca) or Dr. Ken Cramer (253-3000 ext. 2239).

Purpose of the Study

The primary purpose of this study is to examine the potential effects of gender and marital status on simulated hiring decisions for upper-level management positions.

Procedures

As a participant, you were told that a wide-spread internationally recognized company is interested in evaluating their current recruitment procedure for their upper management and senior executive positions. It was also put forth that because MBA students have received formal training in business and labour studies, the organization would like to ask for your assistance with the project. The study required you to review a job description and application. You also completed a questionnaire regarding your perceptions of the applicant’s work habits, interpersonal skills, etc. and determined whether or not to recommend the applicant for hire. These instructions were a cover story, created by the experimenter to conceal the true nature of the research. This cover story was used to increase the study’s realism and to reduce the effects of social desirability.

Potential Risks and Discomforts

There are no known risks associated with this type of research.

Potential Benefits to Participants
The project may not be of direct benefit to you, but you will be entered into a draw to win a $40 gift certificate for the Devonshire Mall for participating.

Confidentiality
At no point will signed consent forms be associated with the study materials. All study materials will be kept in a locked filing cabinet. Results will be reported predominantly in the aggregate. On the occasion that any responses are quoted directly, care will be taken to remove any and all identifying information. The data gathered in this process will be used for research purposes only and no one besides the investigators directly involved in the project will have access to these records.
Participation and Withdrawal
Your participation in this project is entirely voluntary. You are free to refuse to complete any portion of the questionnaire. You may exercise the option of removing your data from the study. In addition, you are free to request a summary of the results of the project.

This study has received ethics clearance through the University of Windsor Research Ethics Board. If you have questions regarding your rights as a research participant, contact:

Research Ethics
University of Windsor
Windsor, ON
N9B 3P4

Telephone: (519)259-3000 ext. 3916
Email: ethics@uwindsor.ca
VITA AUCOTORIS

Simone (Maheu) Arbour was born in 1977 in Toronto, Ontario. She graduated from Cardinal Leger Secondary School in 1995. From there, she attended the University of Western Ontario where she obtained an Honours Bachelor of Arts degree in Psychology in 2001. She is currently a candidate for the Master’s degree in Applied Social Psychology at the University of Windsor and intends to graduate in October, 2003.