

The effect of access to mentorship programs on men's perceived procedural injustice and support for the diversity policy
An empirical investigation

Heleen van der Zee (6285341)

Department of Social, Health and Organizational Psychology, Utrecht University

200500402: Bachelor's Research

Supervisor: Dr. Wiebren Jansen

Second supervisor: MSc. Tom Damen

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Abstract

In order to empower a diverse workforce, mentorship programs are implemented within the organizational context. The present paper investigated how access to a mentorship program, that focuses explicitly on empowering a diverse workforce, affects Dutch male employees' perceived procedural injustice of the diversity policy. Next to this, this paper examined whether perceived procedural injustice mediates the relationship between mentorship access and policy support in men and whether the outlined processes are different for men who have a high ability to take the perspective of others (perspective-taking), compared to men who are low in perspective-taking. A hypothetical scenario design was used in this study. The results indicated that the level of perceived procedural injustice of mentorship programs was not different for men who were granted access, compared to men who were not granted access. Also, perceived procedural injustice did not mediate the effect between access and policy support on different levels of perspective-taking. A higher perceived procedural injustice was, however, related to lower policy support in men. Together, these findings emphasize the importance of a high perceived procedural injustice as being related to lower diversity policy support in men. Lastly, findings do not support the idea that granting men access could be an effective strategy to heighten men's support of mentorship programs that are implemented to empower a diverse workforce.

Keywords: access to mentorship programs, perceived procedural injustice, diversity, policy support, perspective-taking, men

Samenvatting

Om een divers personeelsbestand te versterken, worden mentorschapsprogramma's geïmplementeerd binnen de organisatorische context. In dit paper is onderzocht hoe toegang tot een mentorschapsprogramma, dat expliciet gericht is op het versterken van een divers personeelsbestand, het waargenomen procedureel onrecht van het diversiteitsbeleid in Nederlandse mannelijke werknemers beïnvloedt. Daarnaast werd in dit paper onderzocht of waargenomen procedureel onrecht de relatie tussen mentorship toegang en beleidsondersteuning bij mannen medieert en of de geschetste processen anders zijn voor mannen met een hoog vermogen tot perspectief inname van anderen (perspectief innemen), vergeleken met mannen die weinig perspectief innemen. In deze studie is een hypothetisch scenario ontwerp gebruikt. De resultaten van dit onderzoek toonden aan dat het niveau van waargenomen procedureel onrecht van een mentorschapsprogramma niet anders was voor mannen die toegang kregen dan voor mannen die geen toegang kregen. Ook medieerde waargenomen procedureel onrecht niet het effect tussen toegang en beleidsondersteuning op verschillende niveaus van perspectief inname. Een hoger waargenomen procedureel onrecht hield echter wel verband met een lagere beleidsondersteuning bij mannen. Samen benadrukken deze bevindingen het belang van een hoog waargenomen procedureel onrecht dat verband houdt met lagere beleidsondersteuning omtrent diversiteit bij mannen. Ten slotte ondersteunen de bevindingen niet het idee dat het verlenen van toegang aan mannen een effectieve strategie zou kunnen zijn om de steun van mannen te vergroten voor mentorschapsprogramma's, die worden uitgevoerd om een divers personeelsbestand te versterken.

Sleutelwoorden: toegang tot mentorprogramma's, waargenomen procedureel onrecht, diversiteit, beleidsondersteuning, perspectief nemen, mannen

Gender diversity in the organizational context

The current Dutch organizational context shows an increasingly diverse workforce. However, managing gender diversity is still a major challenge within the organizational context. Although the proportion of women in high management positions has increased during the last decade, this increase is at a very slow pace (Bedrijvenmonitor Topvrouwen, 2019; Sociaal-Economische Raad, 2019). To manage and empower a diverse workforce, organizations use managerially-initiated programs, policies, and practices (Fujimoto et al., 2013). Of these, the implementation of mentorship programs is often used (Kellough & Naff, 2004; Thomas & Plaut, 2008). Bozeman and Feeney (2007) define mentoring as:

“a process for the informal transmission of knowledge, social capital, and psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé).” (p. 731)

Gender-specific mentorship programs, that specifically focus on improving the position of women, promote and retain women in academic medicine (Farkas et al., 2019), and in engineering (Dennehy & Dasgupta, 2017). Besides, the support of a faculty mentor positively influences undergraduate women in their scientific persistence intentions (Hernandez et al., 2017). Nevertheless, in the Netherlands, there is still a lack of mentoring for women compared to men (Jongen et al., 2019).

Based on these findings, one could argue that it is essential for organizations to implement more gender-specific mentorship programs for women; however, problems may arise. Within organizations, gender-specific mentorship programs can cause a perceived unfairness in men as these gender-specific mentorship programs are not accessible to men. Regarding diversity policies, majority members often feel less included in their work environment when diversity policies are implemented (Plaut et al., 2011). Besides, it is said that it is often unclear what the benefits are for the majority group (Ellemers et al., 2018). Therefore, since men are not beneficiaries, men could perceive gender-specific mentorship programs that are not accessible to them as unfairly disadvantageous.

Whereas having no mentorship access can be perceived as unfairly disadvantageous for men, granting men access to mentorship programs, that specifically focus on empowering gender diversity, could create more support for these diversity policies. Diversity management that is framed as inclusive, underlining the positive effects for both minority and majority group members, is met with more acceptance (Jansen et al., 2015; Stevens et al., 2008). Besides, Galinsky et al. (2015) posit that mentorship programs that are being framed as inclusive, without creating perceived exclusion of majority groups, are more effective. Thus, when an organization includes men in a mentorship program, while emphasizing the benefits of a diverse workforce, policy support may be higher for men.

In this paper, I distinguish between gender-specific mentorship programs that are only accessible for women and mentorship programs that are accessible to men and women. However, the latter is still implemented within an organization to empower a diverse workforce related to gender diversity. Furthermore, this study investigates the relationship between mentorship access and perceived unfairness in men and subsequently, the role of perceived unfairness with regards to policy support. It is crucial to investigate the way that mentorship access influences perceived unfairness and consequently, policy support in men because resistance towards diversity is related to a heightened risk of interpersonal conflicts, less social cohesion, and employee turnover and absenteeism within organizations (Thomas & Plaut, 2008).

Lastly, the outlined processes will not apply equally to everyone. Since, perspective-taking has been proposed as one of the solutions with regards to reducing resistance (Galinsky et al., 2015), this study also investigates to what extent perspective-taking influences the outlined processes.

Perceived fairness of diversity policies

While empirical evidence is scarce about the relationship between access to mentorship programs and fairness perceptions, it has been found that diversity management and the implementation of mentorship programs are associated with fairness perceptions. For example, a study by Kim and Park (2017) showed that diversity management has a positive impact on the perceived organizational fairness by employees. They found, however, that women perceive the organization to be treating them more fairly if there are projects and policies within the organization that promote diversity. In contrast, men perceive these organizations to be less fair (Kim & Park, 2017). Also, there are no differences in fairness perceptions between men and

women who did receive mentoring (Bauer, 1999). However, proteges of mentorship programs do perceive higher levels of procedural justice than non-proteges (Scandura, 1997). Procedural justice is the appraisal of fairness in procedures and processes that determine employees' outcomes or opportunities (Colquitt et al., 2001). The above findings indicate that having no access to gender-specific mentorship programs could be related to feelings among men that the procedures in place are unjust and thus unfair.

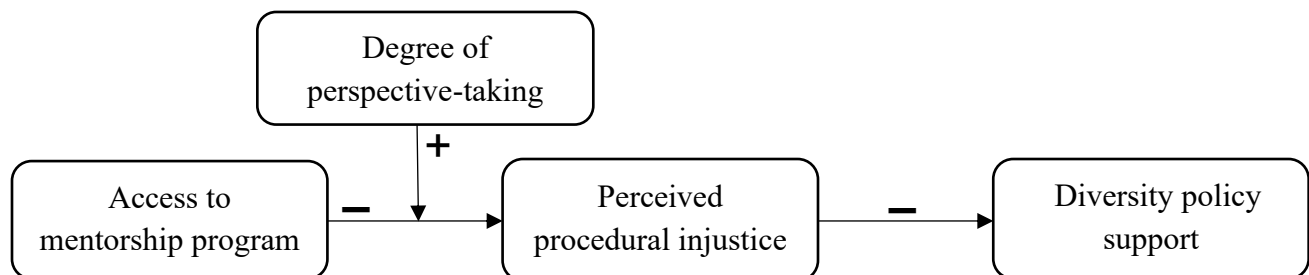
Besides, depending on contextual factors, perspective-taking is also related to fairness perceptions. People who are high in perspective-taking have the cognitive ability to imagine oneself in another's shoes and can consider the world from another person's perspective (Galinsky et al., 2008). It is said that perspective-taking reduces self-serving biases and egocentric judgments of fairness (Ku et al., 2015). Epley et al. (2006) found that considering another's perspective leads perspective-takers to believe that it is fair for them to take less of the resources when in a competitive context. However, it has been shown that in a competitive context perspective-taking actually increases egoistic behaviour (Epley et al., 2006). Besides, when someone is in a negative relationship, with the person that is being helped by a procedure, perspective-taking does not reduce self-serving biases in fairness perceptions (Drolet et al., 1998). Thus, perspective-taking could decrease self-serving biases in fairness perception, yet in some contexts considering another's perspective can lead to adverse reactions and egocentric behaviour of the perspective-taker. So far, it has not been investigated how one's degree of perspective-taking could influence fairness perceptions in men, with regards to access to mentorship programs that try to empower a diverse workforce.

Finally, some studies have shown the association between fairness perceptions and resistance towards diversity policies, but empirical evidence has often focused on affirmative action policies. It has been found that fairness perceptions seem to mediate the effect between in-group interests and opposition towards affirmative action policies (Lowery et al., 2006), whereby a higher perceived unfairness is associated with lower policy support. Thereby, there is a relationship between system-justifying beliefs and policy support (Yogeeswaran et al., 2018). Although system-justifying beliefs and perceived fairness may not seem the same, the former represents the motivation to justify the status quo by ensuring the system is perceived as fair. Thus, both seem to be the same. However, caution is needed. Prior research has mainly focused on racial diversity and affirmative action policies (Lowery et al., 2006; Yogeeswaran et al.,

2018). Consequently, the present study focusses on gender diversity and mentorship programs. Since evidence is scarce, it is essential to add to the knowledge by examining the conceptual framework, as shown in Figure 1. In the remainder of this introduction, this conceptual framework is theoretically substantiated.

Figure 1

Conceptual model



The appraisal of procedures

Granting men access to a mentorship program, implemented as a diversity management strategy, can reduce the perception that the procedure is unfair. Regarding fairness perceptions, this paper focuses on perceived procedural injustice, which is one of the three components tied to organizational fairness perceptions. Procedural injustice is the appraisal of unfairness in procedures and processes that determine employees' outcomes or opportunities (Colquitt et al., 2001). The Referent Cognitions Theory assumes that in order to believe that any adverse consequences have resulted from a person's actions or procedures, one must believe that the results would have been more favorable if the procedures were different (Folger & Martin, 1986). When the outcome of the procedure does not meet the cognitive standard that people use to evaluate a procedure, people may experience a feeling of deprivation and consequently, feelings of unfairness (Folger & Martin, 1986; Folger & Skarlicki, 1999). Additionally, the group-value model of procedural justice suggests that individuals judge procedures to be fair depending on the implications for the group with which an individual identifies (Lind & Tyler, 1988, as cited in Tyler & Lind, 1992). Considering a gender-specific mentorship program, the above findings imply that men will be likely to perceive such a policy to be procedurally unjust. However, when an organization grants men access, the implications could be seen as less

harmful to their group, compared to when organizations exclude men from taking part of mentorship programs. These findings lead to the following hypothesis:

Hypothesis 1: Men who have access to mentorship programs will experience less procedural injustice than men who do not have access.

Also, the hypothesized effect of granting men access could be different for men high on perspective-taking compared to men low on perspective-taking. Although access could lead to a lower perceived procedural injustice, negative implications for men can still be experienced as the mentorship program is implemented as a strategy to empower gender diversity on the work floor. As said, an individual judges a procedure to be fair depending on the implications that it has for the group with which an individual identifies (Lind & Tyler, 1988, as cited in Tyler & Lind, 1992). People who are high in perspective-taking can look beyond the limitations of their biased frames of reference, and they can imagine oneself in another's shoes (Galinsky et al., 2005; Galinsky et al., 2008). It could be argued that men who are high in perspective-taking can look beyond the boundaries of the implications for their group, which enables them to better empathize with the implementation of mentorship programs that try to empower a diverse workforce. Given that perspective-taking has also been related to lower self-serving biases and egocentric judgments of fairness (Epley et al., 2006) it is expected that:

Hypothesis 2: The effect of mentorship access on perceived procedural injustice in men is moderated by perspective-taking, such that the effect is greater for men who are high in perspective-taking compared to men who are low in perspective-taking.

Lastly, in the literature, resistance in organizations is often tied to organizational change because change is often a reflection of perceived loss of status, influence, and uncertainty (Erwin & Garman, 2010; Thomas & Plaut, 2008). The growing attention of demographic growth within an organization is a form of organizational change (Thomas & Plaut, 2008). Therefore, organizational efforts, such as implementing a mentorship programs to empower a diverse workforce, can also imply an organizational change that is related to a perceived loss of status and influence for men. The Referent Cognitions Theory assumes that if one believes that a

change in the organization unfairly hurts one's current position of power, he or she can be less supportive of that change (Folger & Skarlicki, 1999). Additionally, change is more likely to be accepted when procedures are perceived to be fair, compared to perceived unfair procedures (Cobb et al., 1995, as cited in Folger & Skarlicki, 1999). These findings lead to the third hypothesis and subsequently, the fourth hypothesis, which captures the whole conceptual framework:

Hypothesis 3: A higher perceived procedural injustice in men is negatively related to support towards mentorship programs.

Hypothesis 4: Perceived procedural injustice mediates the relationship between mentorship program access and policy support in men, depending on the degree of perspective-taking in men.

The current research

I test the previous hypotheses with an experimental manipulation by using two different hypothetical scenarios, which in this study refers to fictional letters about the implementation of a mentorship program to empower a diverse workforce. A hypothetical scenario can partly simulate elements of the topic under study, and it allows male participants to consider themselves employees of an organization that implements a mentorship program (Hughes & Huby, 2012). Consequently, it is possible to determine whether procedural injustice mediates the relationship between access to mentorship programs and policy support, depending on the degree of perspective-taking in Dutch male employees and prospective male employees.

Lastly, Avery's (2011) theoretical model regarding diversity support assumes that employees' support to organizational-change interventions vary in terms of the extent to which it is attitudinally supported and the extent to which one's behaviors support diversity. Since this study uses a hypothetical scenario, support is measured in the form of a supportive attitude and in the form of supportive behavioral intentions.

Method

Inclusion and exclusion criteria

There were several requirements that participants had to meet to be eligible to participate in this study. That is, participants had to identify themselves as 1) male with 2) an age of 18 years or older.

Participants

The required sample size (N) was estimated by using G-power (Faul et al., 2007). To ensure 80% power, with an expected small (R^2 of .02) to medium (R^2 of .15) effect (Cohen, 1988; Harrison et al., 2006) and by taking into account a significance level of .05, the sample size was set a priori at 128.

Two hundred and ten people responded to online survey questionnaire. Of these respondents 8 persons were excluded (7 women and one gender-neutral). Leaving 202 respondents for analysis. Of these respondents 59 men did not complete the entire survey, therefore these men were excluded. The remaining 143 men were eventually included as part of the sample. The mean age within the sample was 36.78 years ($SD = 15.29$ years; range 19-72 years).

Procedure

The sample was collected with the snowball method, using my own network. People were asked to complete the survey and forward the survey to others through social media (i.e., Facebook, Instagram and Whatsapp). The entire survey was in Dutch and participants were able to complete the survey on their mobile or on their computer. Participant's responses were anonymized, which means that no personal information was recorded and contact association was removed. At the start, participants were told that they had to answer a few descriptive questions first, then read a hypothetical scenario, and subsequently answer a few statements. The scenario contained the experimental manipulation. Participants were randomly assigned to either the scenario with access ($N=73$) or the scenario without access ($N=70$). After the information, participants were asked to give their informed consent.

Stimulus materials

When participants had finished answering the descriptive questions, they were asked to try to imagine that they worked at Van Loven & Zee. It was said that this fictitious consultancy organization wanted to improve the position of women in high management positions in the

organization. The scenario was then presented in the form of a letter. In this letter, participants in the “access” condition read:

“Last year, a government quota was adopted by the government, therefore Van Loven & Zee decided to investigate the male/female ratio within our company. Our research showed that few women hold a managerial position within our company. Diversity is of great importance at Van Loven & Zee, as diversity ensures that different perspectives from society are also reflected by the composition of our employees.

We want to offer equal opportunities to everyone and improve the position of women. As a first step, we will therefore set up a mentorship program for men and women. This mentoring program aims to support and encourage employees in the organization to grow within the company. With this mentoring program, we hope that more women will take up leadership positions.

Next year we will do our best to bring in diverse talent. If you are willing to participate in such a mentoring program, please let Loek Brouwers know (l.brouwers@VanLoven&Zee.com).”

Participants in the “no access” condition read:

“Last year, a government quota was adopted by the government, therefore Van Loven & Zee decided to investigate the male/female ratio within our company. Our research showed that few women hold a managerial position within our company. Diversity is of great importance at Van Loven & Zee, as diversity ensures that different perspectives from society are also reflected by the composition of our employees.

We want to offer equal opportunities to everyone and improve the position of women. As a first step, we will therefore set up a mentorship program exclusively for women. This mentoring program aims to support and encourage employees in the organization to grow within the company. With this mentoring program, we hope that more women will take up leadership positions.

Next year we will do our best to bring in diverse talent. If you are a female employee and willing to participate in such a mentoring program, please let Loek Brouwers know (l.brouwers@VanLoven&Zee.com).”

These letters were supplemented with visual features that made it look like a real letter. Participants saw a fictitious logo, a fictitious telephone number, they were formally addressed as employees and the letter was signed by someone from the board of directors (Appendix A). The letters were made in accordance with a real letter from a Dutch organization.

Measurements

After reading one of the letters, participants were told to continue to the questions, when they had read the scenario sufficiently. Thereafter, a manipulation check was shown and a three-scale questionnaire was presented in the order as listed below. At the end of the survey there was a debriefing. Unless indicated otherwise, all measures were assessed using a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

Manipulation check

To ensure that men correctly understood whether the mentorship program was accessible to men or not, a manipulation check was performed. Participants were asked whether all employees were able to register for the mentorship program or not. The answer options they could choose from were: “Yes, this was possible for every employee” and “No, not all employees can register for the mentoring program”.

Perceived procedural injustice

An adapted 6-item subscale of the Resistance by Perceived Injustice Scale (Martin, 2015) was used to assess perceived procedural injustice (Table B1). Two adjustments have been made because the scale was initially written in English and focused on race rather than gender. By using back-translation, the scale was translated into Dutch, so that the Dutch participants would better understand the items. With back-translation, a survey is translated into a second language, after which this translation is translated back into the original language by a bilingual person who has not seen the original version (Smith et al., 2013). In addition to the translation, the words “race” and “ethnicity” were replaced with the word “gender” in the items. These changes are shown in Table B1. An example of an item within this scale is: “It is unfair for organizations to implement particular practices for employees based on gender.” ($\alpha = .81$). For the response

options, a 5-point Likert scale was used with response categories ranging from 1 (strongly disagree) to 5 (strongly agree), $M = 3.15$, $SD = 0.95$.

Policy support

The degree to which men supported the mentorship program was measured using a self-constructed 10-item Policy Support Scale based on Avery's (2011) theoretical model of diversity support. This means that policy support was measured with 5 items about attitudes and 5 items about behavioral intentions regarding support (Table B2). A factorial analysis showed that in this study, one factor was identified as underlying the 10-item Policy Support Scale (Table B3). Therefore, the 10 items have been used together as one measure of policy support. An example of an item within the Policy Support Scale is: "I am positive about the implementation of the proposed mentorship program." ($\alpha = .93$). For the response options, a 5-point Likert scale was used with response categories ranging from 1 (strongly disagree) to 5 (strongly agree), $M = 3.41$, $SD = 0.93$.

Perspective-taking

Perspective-taking was measured using the 7-item Perspective-Taking Scale (Table B4) of the Interpersonal Reactivity Index Scale (Davis, 1980). By using back translation, a Dutch version was created (Table B4). An example of a question within this scale is: "I believe that there are two sides to every question and try to look at them both." ($\alpha = .65$). For the response options, a 5-point Likert scale was used with response categories ranging from 1 (strongly disagree) to 5 (strongly agree), $M = 3.84$, $SD = 0.56$.

Control variables

Participants were also asked about their age, migration background and working hours per week. These variables were included as control variables to ensure that the differences between policy support in the "access" condition and the "no access" condition could only be attributed to the manipulation. As part of the descriptive questions, participants were first asked whether they had a migration background. The answer options were: "No Migration Background", "Western Migration Background" or "Non-Western Migration Background". The majority within this sample did not have a migration background (85.32%). Twenty-one men did have a migration background, of which nine (6.29%) had a western migration background, and 12 (8.39%) had a non-western migration background. Secondly, participants were asked how many hours a week they worked before the corona crisis started. The answer options were: "0 to

8 hours per week", "8 to 24 hours per week", "32 to 40 hours per week" or "More than 40 hours per week". A small part of this sample worked between 0 and 8 hours a week (16.08%). The majority, however, worked more than 8 hours a week (83.92%), of which a minor part worked 8 to 24 hours a week (17.48%), and also a small part worked over 40 hours a week (13.99%). Most participants worked between 32 and 40 hours a week (52.45%).

Data analysis

Data were analyzed using IBM SPSS Statistics (Version 25). Prior to hypothesis testing, the scores of two items of the Policy Support Scale (See Table B2) and two items of the Perspective-Taking Scale (See Table B4) were reversed by recoding 1 to 5, 2 to 4, 3 to 3, 4 to 2 and 5 to 1. This was done with the option "recode into different variables". These four items were negatively framed, while the other items were positively framed. By reversing these items, meaningful average scores were created for subsequent analyses (Allen et al., 2014).

Additionally, the manipulation check was carried out by controlling whether participants answered the manipulation question following the given scenario. In addition, two chi-square tests were performed to verify if there was an even distribution of migration background and working hours of the participants over the two conditions. Also, an one-way between-groups ANOVA was performed to verify whether there was an even distribution of age among both conditions.

Lastly, the assumptions of the regression analysis were inspected (Appendix C). Of these, the assumptions of linearity, the presence of outliers and the normality, and homoscedasticity of the residuals were examined. After the assumption check, it was concluded that all of the above assumptions, except the assumption of homoscedasticity, were met. Subsequently, the violation of the assumption of homoscedasticity was resolved, see Figure C2.

After the manipulation and assumption checks, data analysis was carried out. Conditional process modelling through PROCESS model 7 was used to test the research questions (Hayes, 2012). This is because standard mediation models assume that the indirect effect is constant across all variables, while in the current study the proposed mediation process depends on the degree of perspective-taking. Also, using multiple standard mediation models to test multiple hypotheses could produce higher chances of finding significant effects, but falsely due to type 1 error (Allen et al., 2014).

Within PROCESS model 7 “mentorship program access” was the X variable, “policy support the Y variable”, “perspective-taking” the moderator variable W, and lastly, “perceived procedural injustice” the mediator M. Firstly, conditional process modelling produced two main effects and one interaction effect regarding the interaction between access and perspective-taking and the effect on perceived procedural injustice. Secondly, conditional process modelling created two direct effects and three conditional indirect effects regarding the effect of mentorship program access on policy support, mediated by perceived procedural injustice on different levels of perspective-taking. The indirect effects were corrected with 95% bootstrap confidence intervals by using 5000 bootstrap samples. All means were centered using the option “Mean center for construction of products”. Therefore, multicollinearity should be resolved (Allen et al., 2014).

Results

Manipulation check

An inspection of the manipulation check indicated that 127 out of 143 (88.81%) participants correctly read the scenarios. In the “access” condition, 63 participants (49.61%) correctly indicated that men did have access to the mentorship program. In the “no access” condition, 64 participants (50.39%) correctly identified the condition of “no access”. Participants were not excluded from the analysis based on the manipulation check. If exclusion followed based on the manipulation check, the random assignment to the conditions would be undermined.¹

Preliminary analysis

¹ Additionally, the PROCESS macro of Hayes (2012) was used to test the hypotheses without the participants who failed the manipulation check ($n = 16$). Results closely mirrored the initial results, meaning participants in the “access” condition ($M_{\text{access}} = 3.11$) did not reveal significantly decreased perceived procedural injustice compared to the participant in the “no access” condition ($M_{\text{no access}} = 3.14$), $b = -0.02$, $t(123) = -0.11$, $p = .91$. However, in this analysis the effect of access on perceived procedural injustice did become negative. No main effect was found for perspective-taking on perceived procedural injustice, $b = -0.13$, $t(123) = -0.80$, $p = .43$. Additionally, there was no significant interaction effect of access and perspective-taking on perceived procedural injustice, $b = 0.25$, $t(123) = 0.80$, $p = .43$. Again, there was a significant effect between perceived procedural injustice, and support in men towards mentorship programs, $b = -0.60$, $t(124) = -7.67$, $p < .01$. Also, there was no significant effect of access on support, $M_{\text{access}} = 3.49$, $M_{\text{no access}} = 3.35$, $b = 0.12$, $t(124) = 0.96$, $p = .34$. In addition, the bootstrapped confidence intervals for the indirect effect of perceived procedural injustice contained zero, which indicates that no significant indirect effect has been found at low levels of perspective-taking, $b = 0.09$, 95% CI = [-0.15, 0.35], moderate levels of perspective-taking, $b = -0.01$, 95% CI = [-0.17, 0.22], and high levels of perspective-taking, $b = -0.06$, 95% CI = [-0.34, 0.25].

At first, results from two chi-squared tests for goodness of fit and an ANOVA were used to assess whether the control variables (i.e., migration background, working hours and age) were distributed equally over the “access” condition and the “no access” condition. The first chi-squared test for migration background was not significant, $\chi^2(2, N = 143) = 0.38, p = .83$, indicating that the participants’ migration background was distributed equally over both scenarios. However, 33% of categories had expected frequencies below five. Therefore, the assumption of expected frequencies has been violated (Allen et al., 2014). The second chi-square test was also not significant, $\chi^2(3, N = 143) = 1.38, p = .71$, indicating that there were no differences in the two conditions with regards to working hours of the participants. This time none of the categories had expected frequencies below five. Therefore, the assumption of expected frequencies has not been violated (Allen et al., 2014). A one-way between-groups ANOVA was used to compare participant’s age ($M = 36.78, SD = 15.29$) over the two groups, 95% CI = [34.25, 39.30]. There was not a significant difference between the two conditions with regards to age, $F(1,42) = 1.28, p = .26$, indicating that participants’ age was distributed equally over both scenarios. Hence, it was decided not to include any control variables in our main analysis.

Main analysis

All the hypotheses were tested by using the PROCESS macro of Hayes (2012). Dummy codes were used for the access conditions (0 = no access, 1 = access). The results are shown in Table 1.

Firstly, Hypothesis 1, men who have access to mentorship programs will experience less procedural injustice than men who do not have access, was not confirmed. There was no main effect found of access to a mentorship program on perceived procedural injustice. Participants in “the access” condition, $M_{\text{access}} = 3.16$, did not report significantly lower levels of perceived procedural injustice than participants in the “no access” condition, $M_{\text{no access}} = 3.15, b = 0.02, t(139) = 0.15, p = .88$.

Secondly, Hypothesis 2, the effect of mentorship access on perceived procedural injustice in men is moderated by perspective-taking, such that the effect is greater for men who are high in perspective-taking compared to men who are low in perspective taking, was not confirmed. There was no significant interaction effect of access and perspective-taking on procedural

perceived injustice, $b = 0.11$, $t(139) = 0.40$, $p = .69$. Additionally, there was no main effect found from perspective-taking on perceived procedural injustice, $b = -0.22$, $t(139) = -1.64$, $p = .10$.

Hypothesis 3, a higher perceived procedural injustice in men is negatively related to support towards mentorship programs, was confirmed. A higher perceived procedural injustice was significantly related to a decreased support in men towards mentorship programs, $b = -0.57$, $t(140) = -7.62$, $p < .01$.

Lastly, Hypothesis 4, a perceived procedural injustice mediates the relationship between access to mentorship programs, and policy support in men, depending on the degree of perspective-taking, was not confirmed. The bootstrapped confidence intervals for the indirect effect of perceived procedural injustice contained zero, which indicates that no significant indirect effect has been found at low levels of perspective-taking, $b = 0.02$, 95% CI = [-0.18, 0.24], moderate levels of perspective-taking, $b = -0.01$, 95% CI = [-0.18, 0.17], and high levels of perspective-taking, $b = -0.05$, 95% CI = [-0.30, 0.25]. Also, results indicated that participants in the “access” condition, $M_{\text{access}} = 3.48$, did not report significantly higher levels of policy support than participants in the “no access” condition, $M_{\text{no access}} = 3.33$, $b = 0.15$, $t(140) = 1.20$, $p = .23$.

Table 1

Results of moderation and mediation analyses

Predictor	DV: Perceived procedural injustice				DV: Policy support			
	<i>B</i>	<i>SE (B)</i>	<i>t</i>	<i>R</i> ²	<i>B</i>	<i>SE (B)</i>	<i>t</i>	<i>R</i> ²
Constant	3.15	0.08	39.21*		5.19	0.22	23.84*	
Mentorship access (0 = no access, 1 = access)	0.02	0.16	0.15 <i>ns</i>		0.15	0.13	1.20 <i>ns</i>	
Perspective-taking	-0.22	0.14	-1.64 <i>ns</i>					
Mentorship program x perspective-taking	0.11	0.27	0.40 <i>ns</i>					
Perceived procedural injustice				0.02	-0.57	0.07	-7.62*	0.34*

Note. * $p < .01$.

Discussion

The current study aimed to investigate whether access to a mentorship program, implemented to empower a diverse workforce, affects the perceived procedural injustice in men. Besides, this study aimed to investigate whether a perceived procedural injustice of mentorship

programs affects men's support for these policies. Based on the Referent Cognitions Theory (Folger & Martin, 1986) and the group-value model of procedural justice (Lind & Tyler, 1988, as cited in Tyler & Lind, 1992) it was expected that the explicit exclusion of men would imply unfair implications for their group which could cause men to experience perceived procedural injustice. Therefore, granting men access was expected to reduce the perceived procedural injustice in men. However, the results of this study do not fully support the proposed conceptual framework. Merely granting men access to a mentorship programs, that tries to empower a diverse workforce, does not seem to lead to lower levels of perceived procedural injustice, compared to men who are not granted access. Also, the results of this study demonstrate that men who rate themselves to be relatively high in perspective-taking do not experience less procedural injustice when they are granted access, compared to men who rate themselves relatively low in perspective-taking.

Importantly, the results do show that men who experience higher perceived procedural injustice, compared to men who experience lower perceived procedural injustice, tend to express less policy support. It may be that the Referent Cognitions Theory plays a role here. If one believes that a change in the organization unfairly hurts one's current position of power, he can be less supportive of that change (Folger & Skarlicki, 1999). Therefore, implementing mentorship programs to empower gender diversity can indeed imply an unfair organizational change that is related to a perceived loss of status for some men. The perceived unfair organizational procedure could be related to less policy support in these men.

Scientific and practical implications

An essential contribution of the current study is that it provides support for the conceivable adverse effects of perceived procedural injustice. In particular, previous research has shown the link between perceived unfairness and diversity management in men, but the focus has mainly been on the relationship of perceived unfairness and support regarding racial diversity and affirmative action policies (Lowery et al., 2006; Yogeewaran et al., 2018). This study extends previous findings because it focuses on gender diversity management. Results suggest that perceived procedural injustice is related to less gender diversity policy support and specifically less support for mentorship programs, implemented to empower a diverse workforce. Therefore, this study underlines that further research should investigate the antecedents that

influence men's perceived procedural injustice of mentorship programs, implemented to empower a diverse workforce.

Also, to my knowledge, this study is one of the first studies that attempted to establish the relationship between perceived procedural injustice and granting men access to mentorship programs, which seek to strengthen a diverse workforce. Previous studies investigating the relationship between fairness perceptions and the implementation of mentorship programs asked participants retrospectively (Bauer, 1999) whether they had ever been a protégé of a mentorship program or asked whether participants currently received mentoring (Scandura, 1997), and then measured participants' fairness perceptions. Using an experimental design, the current study indicates that the explicit exclusion of men from mentorship programs is not necessarily one of the antecedents leading to the perceived procedural injustice of these programs. It is, therefore, possible that other factors, such as previous mentorship experience (Bauer, 1999), rather than gaining direct access, play a crucial role in perceived procedural injustice in men. Since this study is one of the first to measure the effect of access, it is essential to repeat the findings to draw more robust conclusions. In addition, this study indicates that future research should also explore other explanations regarding the perceived procedural injustice that men and non-protégés may experience when they are not beneficiaries of a mentorship program.

Also, the results of this study demonstrate that in order to investigate whether perspective-taking could be a solution, researchers should actively induce perspective-taking in participants. In the current study, men who merely rated themselves to be relatively high in perspective-taking did not experience less procedural injustice when they were granted access, compared to men who rated themselves relatively low in perspective-taking. Although perspective-taking has been proposed as a solution to reduce resistance and thereby increase support (Galinsky et al., 2015), this study shows that the self-reported attribute of being low or high in perspective-taking does not seem to create differences between participants with regards to the perceived procedural injustice and support of mentorship programs.

Notably, the current study indicates that organizations should be cautious with granting men access to mentorship programs, implemented to empower women within the workforce. Granting men access could undermine the purpose of these programs as gender-specific mentorship programs have proven to be useful to promote and retain women within organizations (Dennehy & Dasgupta, 2017). Besides, there is a lack of mentorship programs for

women (Jongen et al.,2019). As access does not seem to reduce perceived procedural injustice in men, organizations should not necessarily grant men access towards gender-specific mentorship programs. However, when organizations implement gender-specific mentorship programs, some men will experience procedural injustice. Organizations should, therefore, continue to assess both the potential benefits and the adverse effects of implementing gender-specific mentorship programs.

Potential limitations and directions for future research

There are some limitations concerning the interpretation of the results. Firstly, since this study uses a hypothetical scenario, the experimental manipulation may not have affected participants' responses. Research designs with a hypothetical scenario are susceptible to unreliable measurements, since it may cause individuals to process information less carefully and effectively than they would have processed it in more real circumstances (Krosnick, 1991, as cited in Stolte, 1994). Although the manipulation check showed that a large part of the sample correctly read the scenario, the effect may not have been as great as it would have been in a real setting. One could argue that the hypothetical letters could have stressed the exclusion or inclusion of men more forcefully. Besides, since the sample was gathered using the snowball method, participants were not employees of a real organization that implemented the proposed mentorship program. As a result, the scenario may not have been read effectively, which could have led to more modest responses.

On the other hand, the design features of the hypothetical scenario cause the study to have a higher degree of internal validity (Hughes & Huby, 2012). Within the design used, it was possible to manipulate access, and therefore, more robust conclusions can be drawn regarding the effect of access on perceived procedural injustice. If one had used a field study, it would have been less clear what could have affected men's perceived procedural injustice. Future research could use a sample consisting of employees of a real organization, as a real context can minimize participants' tendency to process information less carefully and effectively. In addition, future research should take place at a location where a quiet environment is guaranteed (Stolte, 1994). Depending on the results of future research, more powerful conclusions can be drawn with regards to the relationship between access and perceived procedural injustice in men.

Secondly, the distribution of the scores on perspective-taking may indicate that participants provided socially desirable answers since most participants indicated to be relatively

high in perspective-taking. Social desirability is the tendency of individuals to present themselves in a socially and culturally accepted manner (Marlow & Crowne, 1961). Self-report measures such as the Perspective-taking Scale are more vulnerable to social desirability biases than are indirect measures such as Implicit Association Tests (King & Bruner, 2000). Therefore, social desirability biases may have partly influenced the findings. This is problematic because social desirability biases can, for example, suppress relationships between constructs of interest and thus threaten the validity of the study (Ganster et al., 1983, as cited in King & Bruner, 2000). This could mean that the predicted moderating effect of perspective-taking was not found in this study because it was not measured correctly. In this study, attempts have been made to reduce social desirability bias. That is, participants were assured of anonymity, and they were able to complete the survey at their own home without others watching. While this may have reduced social reliability bias, the Perspective-taking Scale also appeared not to be highly reliable ($\alpha = .65$). Therefore, it is recommended that future research uses an Implicit Association Test to measure perspective-taking. If future research does use the Perspective-taking Scale, it is recommended to add Social Reliability Scales to control for social desirability bias (Van de Mortel, 2008).

Lastly, concerning external validity, it should be noted again that the snowball method was used to collect the sample. As a result, a mixed sample of students, employees from different sectors, and also unemployed men may have been included in the sample. This influences the external validity as it is not possible to generalize findings to a specified target population within a specified organizational context. The fact that the sample primarily consisted of men who worked more than 8 hours per week indicates that the results can be generalized to Dutch male employees. However, in future research, it would be advised to collect a sample of men who have a part-time contract and who work within a specific organizational context as the findings of this study may be different for men across different organizations.

Concluding remarks

In conclusion, the current study emphasizes the importance of the relationship between men's perceived procedural injustice and support for a mentorship program, that tries to empower a diverse workforce. In addition, the findings emphasize that granting men access does not reduce the perceived procedural injustice in men. Finally, it has been shown that merely having a higher degree of perspective-taking is not a solution that solves men's perceived

procedural injustice. These findings are remarkably relevant, as men's support is essential for the effectiveness of diversity management and, thus, for the effective implementation of gender-specific mentorship programs. As this study is one of the first studies to investigate the relationship between perceived procedural injustice and access, future research should replicate the findings in order to draw more definite conclusions.

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Appendix A

A1

Scenario letter in which men had access



Aan
Werknemer van Loven & Zee

Telefoon (030) 352 66 78
Bijlage(n)
Kenmerk 20.378.703/Rvb

Datum april 2020
Onderwerp informatie mentorprogramma's

Geachte dames en heren,

Vorig jaar is door de overheid een vrouwenquotum aangenomen, hierop besloot Van Loven & Zee een onderzoek te doen naar de man/vrouw verhouding binnen ons bedrijf. Uit het onderzoek bleek dat er binnen ons bedrijf weinig vrouwen een leidinggevende functie bekleden. Bij Van Loven & Zee is diversiteit van groot belang. Diversiteit zorgt ervoor dat verschillende perspectieven uit de maatschappij ook in de samenstelling van onze werknemers wordt meegenomen.

Wij willen gelijke kansen bieden aan iedereen en de positie van vrouwen verbeteren. Als eerste stap zullen wij daarom een mentorprogramma opzetten voor mannen en vrouwen. Dit mentorprogramma is erop gericht om werknemers in de organisatie te ondersteunen en te stimuleren om door te groeien binnen het bedrijf. Met dit mentorprogramma hopen wij dat er meer vrouwen leidinggevende functies gaan bekleden.

Komend jaar zullen wij ons best doen om divers talent binnen te halen. Als u bereid bent mee te doen aan een dergelijk mentorprogramma, dan kunt u dit laten weten aan Loek Brouwers (l.brouwers@VanLoven&Zee.com).

Met vriendelijke groet,

Voorzitter Raad van Bestuur
Robin van Loven

A2*Scenario letter in which men had no access*

Aan
Werknemer van Loven & Zee

Telefoon (030) 352 66 78
Bijlage(n)
Kenmerk 20.378.703/Rvb

Datum april 2020
Onderwerp informatie mentorprogramma's

Geachte dames en heren,

Vorig jaar is door de overheid een vrouwenquotum aangenomen, hierop besloot Van Loven & Zee een onderzoek te doen naar de man/vrouw verhouding binnen ons bedrijf. Uit het onderzoek bleek dat er binnen ons bedrijf weinig vrouwen een leidinggevende functie bekleden. Bij Van Loven & Zee is diversiteit van groot belang. Diversiteit zorgt ervoor dat verschillende perspectieven uit de maatschappij ook in de samenstelling van onze werknemers wordt meegenomen.

Wij willen gelijke kansen bieden aan iedereen en de positie van vrouwen verbeteren. Als eerste stap zullen wij daarom een mentorprogramma opzetten exclusief voor vrouwen. Dit mentorprogramma is erop gericht om werknemers in de organisatie te ondersteunen en te stimuleren om door te groeien binnen het bedrijf. Met dit mentorprogramma hopen wij dat er meer vrouwen leidinggevende functies gaan bekleden.

Komend jaar zullen wij ons best doen om divers talent binnen te halen. Als u een vrouwelijke werknemer bent en bereid bent mee te doen aan een dergelijk mentorprogramma, dan kunt u dit laten weten aan Loek Brouwers (l.brouwers@VanLoven&Zee.com).

Met vriendelijke groet,

Voorzitter Raad van Bestuur
Robin van Loven

Appendix B

Table B1

Injustice of Multiculturalism Scale

Item number	Original item	Item after word replacement	Item after translation
1	It's unfair for organizations to implement special practices for employees based on race/ethnicity.	It's unfair for organizations to implement special practices for employees based on gender.	Het is oneerlijk voor organisaties om op basis van sekse speciale programma's, zoals mentorprogramma's, voor werknemers te implementeren.
2	Employees receive too much attention in the workplace simply due to their race/ethnicity.	Employees receive too much attention in the workplace simply due to their gender.	Werknemers krijgen te veel aandacht op zich gericht in hun werkomgeving simpelweg vanwege hun sekse.
3	Specific programs that focus on race/ethnicity in the workplace are inherently unfair.	Specific programs that focus on gender in the workplace are inherently unfair.	Specifieke programma's, zoals mentorprogramma's, die gericht zijn op sekse op de werkplek zijn inherent oneerlijk.
4	It's unfair for structures in the workplace to consider employees' race/ethnicity when implementing strategy.	It's unfair for structures in the workplace to consider employees' gender when implementing strategy.	Het is oneerlijk dat structuren op de werkplek rekening houden met de sekse van werknemers bij het implementeren van strategie.
5	When certain races/ethnicities are given special treatment in the workplace, other groups will automatically be disadvantaged.	When a certain gender is given special treatment in the workplace, other groups will automatically be disadvantaged	Wanneer een bepaalde sekse op de werkplek een speciale behandeling krijgt, dan wordt de andere sekse automatisch benadeeld.
6	Things have gone too far when we provide specific practices for employees based on their race/ethnicity.	Things have gone too far when we provide specific practices for employees based on their gender	Wanneer we specifieke programma's verschaffen voor werknemers gebaseerd op hun sekse, dan zijn we te ver gegaan.

Table B2
Policy Support Scale

Dimension	Item number	Item
Attitude	1	Ik sta positief tegenover de implementatie van het mentorprogramma, zoals het is voorgesteld in het scenario.
	2	Ik denk dat het mentorprogramma, zoals het is voorgesteld in het scenario, nuttig zal zijn.
	3	Ik hoop dat een mentorprogramma, zoals het is voorgesteld in het scenario, succesvol zal zijn.
	4	Ik zou de keuze van mijn organisatie steunen om het voorgestelde mentorprogramma te organiseren
	5	Ik vind een mentorprogramma, zoals het is voorgesteld in het scenario, overbodig.
Behavioral intention	6	Ik zou in het voorgestelde scenario publiekelijk laten blijken dat ik positief tegenover een dergelijke mentorprogramma sta.
	7	Ik zou in het voorgestelde scenario anderen proberen ervan te overtuigen dat een mentorprogramma nuttig is
	8	Ik zou in het voorgestelde scenario actief mijn best doen om het mentorprogramma een succes te laten worden.
	9	Ik zou in het voorgestelde scenario publiekelijk laten horen dat ik de keuze van mijn organisatie om een mentorprogramma te organiseren steun.
	10	Ik vind een mentorprogramma maar niks en dat zou ik in het voorgestelde scenario dan ook op het werk laten weten aan anderen.

Note. Items in bold are expressed negatively and are therefore recoded.

Table B3*Factor structure of the 10-item Policy Support Scale*

Item number	Item	Factor loading 1 ^a
1	Ik sta positief tegenover de implementatie van het mentorprogramma, zoals het is voorgesteld in het scenario.	.88
2	Ik zou de keuze van mijn organisatie steunen om het voorgestelde mentorprogramma te organiseren.	.86
3	Ik zou in het voorgestelde scenario publiekelijk laten horen dat ik de keuze van mijn organisatie om een mentorprogramma te organiseren steun.	.74
4	Ik zou in het voorgestelde scenario actief mijn best doen om het mentorprogramma een succes te laten worden.	.73
5	Ik vind een mentorprogramma, zoals het is voorgesteld in het scenario, overbodig.	.73
6	Ik zou het voorgestelde scenario publiekelijk laten blijken dat ik positief tegenover een dergelijke mentorprogramma sta.	.72
7	Ik zou in het voorgestelde scenario anderen proberen ervan te overtuigen dat een mentorprogramma nuttig is.	.72
8	Ik denk dat het mentorprogramma, zoals het is voorgesteld in het scenario, nuttig zal zijn.	.71
9	Ik hoop dat een mentorprogramma, zoals het is voorgesteld in het scenario, succesvol zal zijn.	.70
10	Ik vind een mentorprogramma maar niks en dat zou ik in het voorgestelde scenario dan ook op het werk laten weten aan anderen.	.68

Percentage of Variance: 56.11%

Note. ^a = “intention”. To investigate the underlying structure of the 10-item Policy Support Scale assessing attitudes and behavioural intentions toward policy support, data collected from 143 participants were subjected to principal axis factoring. Prior to running the principal axis factoring, the KMO and Barlett’s test were assessed to provide information about the factorability of the data. The KMO value is .904, which suggests that the data are suitable for factor analysis. Additionally, the Barlett’s Test of Sphericity is significant, $p < .001$, also indicating that the data are suitable for factor analysis. One factor (with eigenvalues exceeding 1) was identified as underlying the 10-item Policy Support Scale (see Table B2). In total, this factor accounted for around 56% of the variance in the data.

Table B4*Perspective-taking Scale*

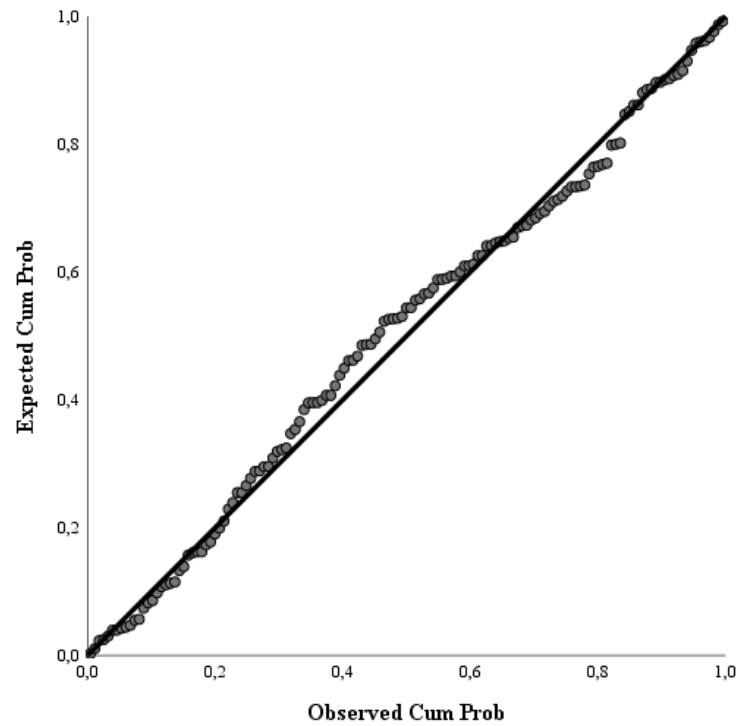
Item number	Original item	Item after translation
1	I believe that there are two sides to every question and try to look at them both.	Ik geloof dat elk vraagstuk twee kanten heeft en ik probeer naar beiden kanten te bekijken.
2	When I'm upset at someone, I usually try to "put myself in his shoes" for a while.	Wanneer ik van streek ben op iemand, probeer ik mezelf meestal eerst een tijdje te verplaatsen in "degene zijn schoenen".
3	I try to look at everybody's side of a disagreement before I make a decision.	Ik probeer ieders mening in acht te nemen voordat ik een besluit maak over een meningsverschil.
4	I sometimes find it difficult to see things from the "other guy's" point of view.	Soms vind ik het moeilijk om iets bekijken vanuit iemand anders zijn perspectief.
5	Before criticizing somebody, I try to imagine how I would feel if I were in their place.	Voordat ik iemand bekritiseer, probeer ik me voor te stellen hoe het zou zijn om in zijn schoenen te staan.
6	If I'm sure I'm right about something, I don't waste much time listening to other people's arguments.	Als ik zeker ben van mijn gelijk, dan verspeel ik geen tijd aan het luisteren naar andere mensen hun argumenten.
7	I sometimes try to understand my friends better by imagining how things look from their perspective.	Ik probeer mijn vrienden soms beter te snappen door mij voor te stellen hoe het is om vanuit hun perspectief te kijken.

Note. Items in bold are expressed negatively and are therefore recoded.

Appendix C

Figure C1

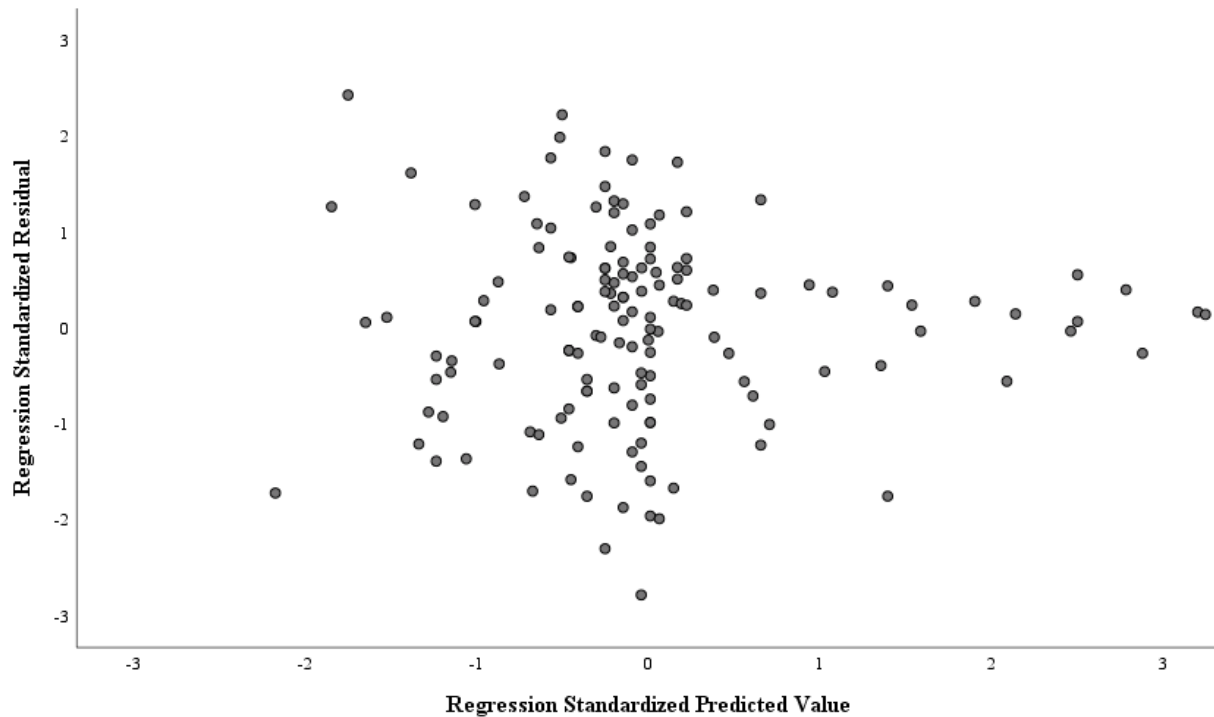
Normal P-P Plot of the Standardized Residual



Note. The dependent variable in this plot is policy support. To assess the assumption of the normal distribution of the residuals, the normal probability plot of standardized residuals has been looked at. If the residuals cluster tightly along the diagonal line, the residuals are normally distributed (Allen et al., 2014). Thus, it can be concluded that the residuals are normally distributed.

Figure C2

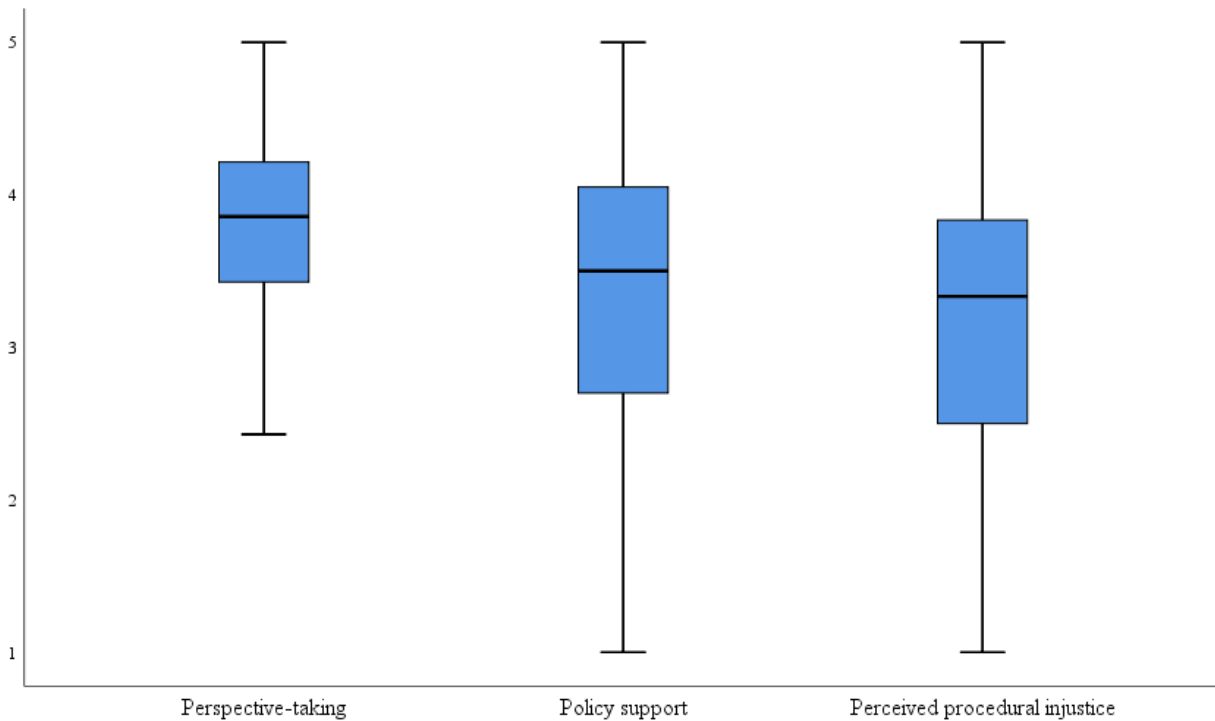
Scatterplot to assess homoscedasticity



Note. The dependent variable in this plot is policy support. To assess these assumptions of linearity and homoscedasticity, the scatter plot of standardized residuals against standardized predicted values is used. The assumption homoscedasticity states that the variance in the residuals should be homogeneous across the predicted values (Allen et al., 2014). The absence of clear patterns in the spread of residuals indicates that the assumption of linearity assumption has been met (Allen et al., 2014). Based on the above graph it was therefore concluded that the linearity was not violated, but the assumption of homoscedasticity was violated. The scatter plot creates a conical shape and it is visible that the variance in the residuals is not homogeneous across the predicted values. This is problematic because hypotheses tests (t-test, F-test) are no longer valid. We solved the problem of heteroscedasticity by using the heteroscedasticity-consistent inference H3 option in PROCESS (Long & Ervin, 1998; Hayes & Cai, 2007).

Figure C3

Boxplots of the scores on support, perceived procedural injustice and perspective-taking



Note. On the basis of the boxplots, no outliers were found for the individual variables. Also, it is visible that perspective-takings (range 2.43-5.00), policy support (range 1.00-5.00) and perceived procedural injustice (range 1.00-5.00) are all slightly right skewed.

Table C1*Residual Statistics*

Outlier detection parameter	Minimum	Maximum
Standardized Residuals	-2.78	2.43
Mahalanobis Distance	.95	15.89
Cook's distance	.00	.07

Note. To verify whether there are no outliers, one should look at the standardized residuals, Mahalanobis Distance and Cook's Distance. The minimum and maximum values of the standardized residuals must be between -3.3 and 3.3. If this is the case, then one should conclude that there are no outliers in the X-space. Thus in the sample used in this study, there are no outliers in the X-space. If the maximum value of the Mahalanobis Distance does not exceed $10 + 2 \times \text{number of independent variables of the statistical model}$, then there are no outliers in the Y-space. Since 15.89 is smaller than 18 ($10 + 2 \times 4$), there are no outliers in the Y-space. The maximum value of the Cook's Distance should be below 1.0 in order to be able to conclude that there are no outliers in the XY-space. Thus in the sample used in this study, there are no outliers in the XY-space.