Gender-Age Alignment in Organizations and Its Effect on Men's Use of Parental Leave System: The Case of Japan

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Network G - Gender and diversity

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100 Gender Gap in Parental Leave Use

150

Panel B. Gender distribution of recipients/users of publicly-administered paid parental leave/benefits





100 Gender Gap in Parental Leave Use

150

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Well-Developed Parental Leave System for Fathers in Japan



"Japan Puzzle": Explained by Ideal Worker Norm

Ideal Worker Norm (Williams, 2001)

- Long working hours and always being 'available'
- Toward male (white-collar) workers (Acker, 1990)

The norm makes it difficult for fathers in Japan to take leave (Brinton and Mun

2016; Brinton & Oh, 2019; Kato et al. 2013)

- **Opposition from supervisors** (Goldstein-Gidoni 2019, 2020)
- 'Flexibility Stigma' (Thébaud & Pedulla, 2022; Williams et al. 2013)



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Remained Question: Conditions for Activating Norms

Under what conditions is the norm activated?

- ...remains a black box
- To help suppress the norms by modifying norm-generating conditions

Organizational-level heterogeneity

- e.g.) The share of women managers (Mun and Brinton, 2005)
- Focusing on the conditionss may explain such organizational heterogeneity.

Focus on the 'Alignment'

Alignment of employee attributes is a key to activating norms.

Kroneberg et al. (2021) (cf. Krone and Kroneberg, 2019)

- In a middle school classroom
- The gender and ethnicity alignment causes 1) ethnic segregation of the friend network and 2) weaker national identity of ethnic minorities
- 'Borrowing groupness'

Kroneberg et al. (2021)



Strong gender and age alignment Difficult to discern gender differences and ethnic differences Greater awareness of differences between ethnicities

Application to Organizations



'Faultlines' in organizations (Lau and

Negatively impact many

performance indicators

Gender-Age Alignment in Organizations



- 1. Gender-homogeneous networks
- 2. Relating age/cohort differences to gender differences

-> Both activate the norm and widen the gender gap in parental leave

Hypotheses

Firms with more substantial gender-age alignment

- Iowering the percentage of male employees taking parental leave (H1)
- widening the gender gap in parental leave use (H2)

(H2)

Data and Variables

CSR Data (Toyo Keizai Inc.) 2014-2021

Panel data for large Japanese firms

Outcome:

- % of fathers taking parental leave (H1)
- the gender gap in parental leave use (H2) •

Outcome: % of Parental Leave Use (Mothers/Fathers)



Independent variable: Alignment Measurements

	Under 30	30s	40s	50s	60 or over	Total
Women	667	284	51	18	3	1,023
Men	530	635	555	251	29	2,000
Total	1,197	919	606	269	32	3,023

- 1. Cramer's V ($0 \leq V \leq 1$)
- 2. Goodman and Kruskal's γ (-1 $\leq \gamma \leq 1$)
- 3. Kendall's τ (-1 $\leq \tau \leq 1$)

e.g.) Aoyama Trading Co., Ltd. (2021)

	Under 30	30s	40s	50s	60 or over	Total
Women	667	284	51	18	3	1,023
Men	530	635	555	251	29	2,000
Total	1,197	919	606	269	32	3,023

- 1. Cramer's V = 0.419
- 2. Goodman and Kruskal's $\gamma = 0.666$
- 3. Kendall's $\tau = 0.385$

e.g.) Shimamura Co., Ltd. (2021)

	Under 30	30s	40s	50s	60 or over	Total
Women	186	337	640	483	96	1,742
Men	222	309	347	167	38	1,083
Total	408	646	987	650	134	2,825

- 1. Cramer's V = 0.209
- 2. Goodman and Kruskal's $\gamma = -0.309$
- 3. Kendall's $\tau = -0.187$

Analytical Strategy

Random-effects model

Controlling % of female employees and each age group, the firm's ulletindustry, the logged number of employees, and year-fixed effects

H1 Effects on Fathers' Parental Leave Use

Expecting alignment indices have negative effects \rightarrow Not Supported



H2 Effects on Gender Gap in Parental Leave Use

Expecting alignment indices have negative effects \rightarrow Not Supported



Discussion

Not supported. Why?

- 1. So vigorous gender norms that there is little room for misidentification
- 2. Size of organizations >> size of classrooms
 - \rightarrow Difficult to observe the alignment

Discussion



The positive effect of the share of female employees (cf. Mun and Brinton, 2015)

- Gender-independent peer effect \bullet
- Does the fact that few colleagues have taken parental leaves (due to the \bullet high proportion of male employees) partly explain the 'Japan Puzzle'?

Matters for fathers' parental leave use

Outcome: % of Parental Leave Use (gap: Fathers minus Mothers)





Alignment Indices



