THE EFFECT OF THE DUAL-CAREER MARRIAGE ON FEMALE MANAGERS IN TWO LARGE MULTISTATE COMPANIES

By

ROGER W. HALE
B.A., University of Maryland, 1965
and
JERE A. DRUMMOND
B.S.I.E., Georgia Institute of Technology, 1962
M.B.A., Georgia State University, 1968

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE
At The MASSACHUSETTS INSTITUTE OF TECHNOLOGY
June, 1979

Roger W. Hale
Jere A. Drummond

Signature redacted
Signature redacted

Signature of Author
Signature of Author

Alfred P. Sloan School of Management, May 1, 1979

Signature redacted
Signature redacted

Certified by
Thesis Supervisor

Accepted by
Chairman, Departmental Committee on Graduate Students
THE EFFECT OF THE DUAL-CAREER MARRIAGE ON FEMALE MANAGERS IN TWO LARGE MULTISTATE COMPANIES

By

Roger W. Hale
Jere A. Drummond

Submitted to the Alfred P. Sloan School of Management on May 1, 1979, in partial fulfillment of the requirements for the degree of Master of Science.

ABSTRACT

The number of married women choosing full-time careers is rapidly increasing. Forty-nine [49] percent of all couples now have women employed in the labor force and in only twenty-seven [27] percent of today's families does the husband alone work. This shift in employment patterns has brought fundamental societal changes so deep and widespread that corporations, the women themselves, and their families must adjust their behavior patterns accordingly to ensure the viability of women managers in the work force.

The purpose of this thesis is to identify and evaluate potential conflict situations surrounding the female manager and her dual-career family. Areas of study include the sharing of household responsibilities, problems associated with geographical mobility, potential spouse ego problems, and decisions concerning children.

Data for the study were gathered by in-depth individual interviews of thirty-two [32] women managers in two large multistate companies. In addition, thirteen of their husbands were interviewed in separate group discussion sessions.
The thesis suggests that there are indeed several complex problems that pose significant challenges for the women, their spouses and their companies. However, it does appear that these problems can be resolved with the help of enlightened corporate management and some basic attitude changes on the part of the wives and their husbands. All of the couples interviewed agreed that the critical ingredients to making the dual-career marriage work were trust and respect for each other's career goals. We would only add that corporate managers face increasingly difficult issues in such areas as geographical mobility, the provision of child care, flexible working hours, and long-range career planning. It is obvious that dual-career situations will become more prevalent in the work force and company management should be prepared to cope with the conflicts discussed in this thesis.

Thesis Advisor: Phyllis A. Wallace
Title: Professor of Management
ACKNOWLEDGEMENTS

We would like to acknowledge the assistance of our advisor Professor Phyllis C. Wallace without whose encouragement this effort would never have been undertaken.

We would also like to thank our wives, Barbara and Patsy, for their insights, patience and sense of humor in guiding the struggle of two men through the horrors of inner conflict.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSTRACT</td>
<td>2</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>4</td>
</tr>
<tr>
<td>Chapter</td>
<td></td>
</tr>
<tr>
<td>I. INTRODUCTION</td>
<td>6</td>
</tr>
<tr>
<td>II. WHY STUDY DUAL-CAREER MARRIAGES</td>
<td>8</td>
</tr>
<tr>
<td>III. THESIS METHODOLOGY</td>
<td>21</td>
</tr>
<tr>
<td>IV. A DEMOGRAPHIC PROFILE OF THE FEMALE MANAGERS AND THEIR SPOUSES</td>
<td>26</td>
</tr>
<tr>
<td>V. REPORT ON THE INTERVIEWS WITH THIRTY-TWO [32] FEMALE MANAGERS</td>
<td>38</td>
</tr>
<tr>
<td>VI. REPORT ON THE INTERVIEWS WITH THIRTEEN HUSBANDS</td>
<td>72</td>
</tr>
<tr>
<td>VII. SUMMARY OF FINDINGS AND CONCLUSIONS</td>
<td>81</td>
</tr>
<tr>
<td>VIII. RECOMMENDATIONS</td>
<td>97</td>
</tr>
<tr>
<td>SELECTED BIBLIOGRAPHY</td>
<td>109</td>
</tr>
<tr>
<td>APPENDICES</td>
<td></td>
</tr>
<tr>
<td>Appendix A - Interview Questions</td>
<td>112</td>
</tr>
<tr>
<td>Appendix B - Profile Questionnaire</td>
<td>115</td>
</tr>
</tbody>
</table>

5
CHAPTER I

INTRODUCTION

The term dual-career families is used to designate a type of family structure in which both the husband and wife pursue active careers and family lives. Career is sometimes used to indicate any sequence of jobs, but in its more precise meaning it designates those types of job sequences that require a high degree of commitment and have a continuous developmental character.¹ The increasing number of women who choose full-time careers is posing significant challenges for business, the women themselves and their families.

It is the purpose of this thesis to identify and evaluate those problems surrounding the woman manager and her dual-career family. Some of the topics to be investigated are sharing of home responsibilities, the effect of household and family responsibilities on the

woman manager's career, problems associated with geographic mobility requirements, potential spouse ego problems and decisions concerning children in the dual-career family. These topics and others are discussed in more detail in Chapter II.

Research for this thesis was done by interviewing women managers and some of their spouses in two, large multistate companies. One of the companies operates in a four state region and has revenues of approximately $3.5 billion with over 65,000 employees. The other company has locations dispersed nationally with revenues of $15 billion and 35,000 employees. The two companies are wholly owned subsidiaries of a large multi-national corporation and have similar personnel policies. The similarity of personnel policies allowed data and other research findings to be combined into one analysis base for this thesis.

It is hoped that the research for this thesis, along with the findings and recommendations offered, will contribute in some way to a better understanding of dual-career problems. Ideally, the thesis findings may also be used by the involved companies to reflect an increased awareness of dual-career issues in formulating future personnel policies.
CHAPTER II

WHY STUDY DUAL-CAREER MARRIAGES

There are certainly some traditional managers and traditional families who would question the necessity and value of studying dual-career families. There are others, more aware of trends in today's work force, who would say that the topic is too broad for treatment in a relatively short Master's Thesis. Therefore, this chapter will perform a necessary dual function. It will explain the reasons for undertaking this study of dual-career marriages and it will define the specific scope of the thesis. Presented below are several topics of interest that should contribute to the justification and definition purpose of this chapter.

The number of married women who are choosing full-time careers is rapidly increasing. This trend, which is likely to continue, is posing significant challenges for business, the women themselves and their families. Forty-nine [49] percent of all couples now have wives employed in the labor force and in only twenty-seven [27] percent
of today's families does the husband alone work.\textsuperscript{1} In 1975, thirty-seven \[37\] percent of all mothers with children under six years of age were in the labor force. That figure is almost twice as high as the comparable figure in 1960.\textsuperscript{2} This shift in employment patterns has brought changes so deep and widespread that corporations and organizations will suffer if they fail to respond.\textsuperscript{3} It appears that if this trend continues dual-career marriages will become the rule rather than the exception. The demands placed on the corporation by managers from dual-career families are likely to be different and more difficult than previous demands experienced from managers in traditional families.

In our societal history, traditional sex roles have been assigned to male and female members of the family. The male was supposed to be the breadwinner and the wife was assigned domestic and child care responsibilities. The expression that "behind every successful man there is a woman" can be expressed more generally as

\begin{itemize}
  \item \textsuperscript{3}"The Corporate Response to Two-Career Families," \textit{MBA Executive}, Volume 8, Number 1, [January, 1979], pp. 10-11.
\end{itemize}
"behind every worker outside the home there is a domestic back-up."
A key issue for dual-career families is where this domestic back-up is to come from. In traditional families, the wife provides a range of domestic services that constitute the back-up behind the male worker. She organizes and executes the shopping, cooking, household cleaning, social arrangements, preparing children for school, seeing that they are met after school, feeding them, understanding them, enjoying them and being irritated by them, repairing the clothing, washing, ironing, etc. The husband's contribution to domestic maintenance has been in more intermittent jobs that can be done optionally in the evenings or on weekends such as domestic repairs, lawn work, repairing the car, etc.2

The first effects of a wife's working may be seen in terms of her other job, her role in the care of the home and the children. The immediate impact is to cut in half the amount of time spent on housework. According to a study by Joann Vanek, Assistant Professor of Sociology at Queens College, the woman employed outside the home spends twenty-six [26] hours a week doing household chores, while the

---

1 Rapoport, *Dual-Career Families Re-Examined*, p. 301.

2 Ibid.
unemployed woman spends fifty-five [55] hours a week. Therefore, the dilemma is how to get these domestic tasks done.

In studies done by Rhona and Robert Rapoport for their second book on dual-career marriages, they found that an overload tended to arise as families attempted to handle the domestic core of work on an overtime basis. This overload tended to cause psychological and physical stress on all members of the family. There are several ways of coping with this overload. Two of the most obvious ways are to have household help or to realign traditional sex roles so that the husband shares responsibility for domestic chores. So far there is little evidence that husbands are moving toward an equal share of household responsibilities. This thesis will examine closely the allocation of responsibility for household duties and attempt to identify any trends or shifts away from traditional sex roles.

Another item of interest relative to household and family responsibilities is the effect of these responsibilities on the woman.

---


2 Rapoport, Dual-Career Families Re-Examined, pp. 301-302.

manager's career. In other words, do the home responsibilities have a negative [or possibly positive] effect on the woman's career? The requirement to leave work at a specific time in order to fulfill a home responsibility could logically detract from career advancement opportunity if that is indeed a requirement. The questions asked of the female managers interviewed will attempt to identify any effect on career progress caused by home and family responsibilities.

One problem that many dual-career families have in common is the concern about geographic mobility. If either the husband's or wife's career requires geographic mobility, difficult problems and decisions inevitably arise. This difficulty not only poses a problem for the individuals involved, but also for the corporation or organization for whom they work. As pressures increase for corporations to elevate women into higher management, the concerns about mobility grow. In interviews of dual-career couples done by Industry Week, it was found that the one problem each couple had discussed in advance was the possibility of a job transfer involving either the husband or wife.¹ Various articles on mobility problems of dual-career marriages

suggest several different solutions including long distance commuting and career changes for one or both members of the marriage. This thesis will report how the women managers interviewed feel about geographical mobility and what approaches they take when confronted with the problem.

The time requirements of a demanding career make it practically impossible for a woman manager to fulfill the traditional mother and/or housewife role. This problem conflicts with the traditional expectations of society and may conflict with the woman's own expectations of herself. Dr. Robert Seidenborg, in a study for the American Management Associations, found

\[\ldots\text{a cultural lag between what is fair for a woman and what society, marriage and husband are willing to accommodate. I see women who are really shredding themselves by wanting a career and at the same time doing a full-time job at home.}^1\]

The implication of this and other articles is that there are guilt feelings and anxiety in the woman manager because of her inability to fulfill the traditional role dictated by society or by her own family upbringing.

This study will attempt to identify any guilt feelings present in the

\[^1\text{Ibid., p. 87.}\]
interviewees and assess the effect on their career and/or family life.

In doing research for their second book on dual careers, the Rapoports found that one tension point centers on how far the wife could go in her career without developing competitive anxieties in her husband. The norm involved is the cultural assumption that the male is the principal provider and, as such, his occupational role must take precedence.\(^1\) These traditional values may cause bruised egos and diminished self-esteem when a woman's success on the job outpaces her husband's.\(^2\) If this does happen, there are several ways in which the female manager can react. She can ignore the husband's anxiety and continue in full pursuit of her career progress. Alternately, the woman manager can choose to slow her career advancement to lessen her husband's competitive anxieties. Finally, the woman can default entirely on her own career progress by giving her husband's career the dominant position in the family. The first alternative is likely to have a detrimental effect on the family unit while the second and third choices slow down or halt the woman manager's career progress. Since this particular problem

---

\(^1\) Rapoport, Dual-Career Families Re-Examined, p. 16.

is most likely to occur with females who are advancing rapidly in the company, it is of particular interest to their corporations and organizations. The thesis research will determine whether competitive anxieties in husbands are a problem and, if so, what approach is being taken by the woman to resolve the problem.

In discussing dual-career marriages, the tendency is to focus on the problems without giving due consideration to the positive benefits derived. One obvious positive benefit is an increased sense of economic freedom for the husband. The husband, therefore, may feel that he can take greater risks in his own work, or at least that his economic responsibilities are shared.¹ The husband may be able to weather a period of unemployment and thereby hold out for a job he really wants rather than settle for one he doesn't want. In fact, he may even feel the freedom to change careers.² Many women seem to feel that their working makes them a more stimulating and compatible companion for their husband. They feel the daily exposure to work situations gives them something in common to talk about with their husbands. The interview questions will attempt to identify and evaluate the positive benefits of

¹Rapoport, *Dual-Career Families Re-Examined*, pp.291-292.
²Edmiston, "Love Honor and Earn," p.32.
the dual-career marriage.

Closely tied to the rapid increase in dual-career families is the growth of company couples [i.e., both husband and wife work for the same company]. Since many companies have traditionally prohibited relatives of officers from working, the companies have been placed in the awkward position of forcing one family member to resign. Since this was usually the woman, the companies were deprived of badly needed female managerial talent. Recently, many companies have adopted more liberal policies toward company couples, but problems still do exist.¹ A mutual problem for both the couples and the companies is arranging a transfer to a suitable job for one spouse when the other is moved. Most company couples and companies see this problem becoming more and more difficult as the couples advance upward in the company hierarchy.² Although most organizations have dropped the prohibition on company couples, virtually all of them prohibit their working in the same unit. This can pose a sensitive problem if a man and woman in the same unit choose to get married. Since there are numerous


²Ibid., p.55.
company couples in the two companies in which this thesis research is being done, this problem is of particular interest. The twelve company couples being interviewed should provide a good insight into problems faced and possible solutions to those problems.

One of the major objectives of this thesis is to find out from the thirty-two women and thirteen husbands interviewed what ingredients are necessary to make a dual-career marriage work. In the base of thirty-two interviewees are twenty-three women who are now married, eight who are divorced or separated and one who was widowed. The interview questions will attempt to pinpoint the vital ingredients for coping with the dual-career marriage, both from the standpoint of the presently married women and from those whose marriage has failed. Hopefully, the research will be able to determine if the stresses of dual-careers contributed in any way to the eight divorces or separations among those being interviewed.

Almost one-half of the women being interviewed have been transferred during their career and two of them have been transferred twice. Since the geographic transfer is acknowledged as one of the most difficult problems facing dual-career marriages, it will be of particular interest to find out how that was successfully accomplished without destroying the marriage.
A survey of college males shows a significant attitude change: ninety [90] per cent of those surveyed expect their wives to earn as much money as they do. Although women are now earning thirty-seven [37] per cent of all family income, little is known about how that money is used. There are many unanswered questions concerning how the woman's salary is used and its effect on the family. For instance, is the woman's salary kept separate, does she have a more influential posture in family financial decisions, does she purchase whatever she wants with her own money, etc. Surprisingly, this question may also hold considerable significance to corporations. If families are not using the woman's income for normal living expenses and are saving it or using it for luxuries which can be eliminated, it may indicate a future intent to abandon her career and live on the male's salary. On the other hand, if the family is using the woman's salary for necessities such as house or car payments, the couple is essentially locked into that income bracket. This would indicate a long term intent to continue both careers. Although these thoughts are purely speculative at this point, it will certainly be of interest to evaluate the impact of increased family income.

---


2 Edmiston, "Love Honor and Earn," p. 32.
brought about by the woman's salary.

One of the most significant issues facing any family, particularly a dual-career family, is whether to have children and when to have them. Compared with a few years ago, there is now a longer time interval between marriage and the first child.\(^1\) The shared responsibilities inherent in a dual-career marriage have caused many men to accept a greater role in child care and possibly consider differently the issue of how many children to have. In any case, there is a clear statistical association between working wives and smaller families.\(^2\) It is not clear whether women who have small families have more time and desire to work or whether women who enjoy working deliberately limit the size of their families. The Rapoport's research into the child bearing issue turned up two predominant strategies for determining when to have children. One strategy was to delay having children so that the couple could become occupationally established first. Higher income, job perquisites and flexibility of working hours would then be available. This allowed the couple to pay for domestic help and to take time off to

---

\(^1\) Linden, "Woman Worker," p. 26.

\(^2\) Edmiston, "Love Honor and Earn," p. 31.
insure that things worked out well. This strategy maximizes the preparation of resources for parenthood while putting at risk the role itself since fertility decreases with age. The alternative strategy of having babies earlier maximizes fertility chances but defers high career involvement. The women managers interviewed will be asked to discuss the impact their careers have on the decision to have children and when to have them.

As discussed at the beginning of this chapter, the topics of interest presented above perform a dual function. These topics provide justification for undertaking a study of the dual-career marriage and they define the scope and purpose of the thesis. The research findings will be framed around these interest topics and should provide insight into the issues raised in this chapter.

---

1 Rapoport, Dual-Career Families Re-Examined, p.318.
CHAPTER III

THESIS METHODOLOGY

This chapter will provide a brief explanation of the research, selection and study procedures used in preparing this thesis. All persons interviewed were employees of the two companies discussed in Chapter I or their spouses. All contacts with individuals were made directly and outside normal company communication channels. Every attempt was made to insure that the participants understood the interviews as an academic exercise and not a company sponsored study. All participants were guaranteed anonymity and any identifiable responses have been modified to eliminate the recognizable characteristics. The thesis methodology is presented in the following paragraphs.

Women college graduates hired into management type jobs in 1970 and 1971 were selected as the initial study group. These years were selected so that the study participants would have seven to eight years of career progress. Normally, in the two companies being studied, this length of service would place a manager in the low-middle to middle management ranks. This selection criterion produced one hundred
and sixty [160] women managers still employed with the two companies.

Each of the two companies maintains a computerized data base containing appropriate personnel data for all management employees. The personnel data base information for each of the participants was obtained and used as a further selection base.

A brief Interview Profile Questionnaire was sent each of the participants along with a letter introducing and explaining the thesis. A copy of the Interview Profile is shown in Appendix B. There were two basic reasons for sending out this brief questionnaire. First, it identified the women that indeed had dual-career marriages. This identification was based on family income and was derived by comparing the woman's salary with the total family income. Secondly, the questionnaire identified those women managers and spouses who were willing to be interviewed.

One hundred and seventeen [117] of the one hundred and sixty [160] questionnaires were returned and all but two of those returned indicated a willingness to be interviewed. All single women were then eliminated from further consideration since they obviously did not have a dual-career marriage. Of the remaining seventy-six [76] questionnaires, thirty-two [32] were selected for personal interview based on
two criteria. First, an attempt was made to include those women who had made the most significant career progress. Secondly, the geographical locations which would allow maximum utilization of the limited time available for personal interviews were given preference. The time constraint caused interview sites to be limited to the eastern and southeastern parts of the country.

Each of the women selected was contacted by telephone to arrange a personal interview. If the questionnaire indicated that her spouse was willing to be interviewed, an attempt was made to arrange these interviews also.

The individual interviews with the women managers were conducted in private conference rooms on company premises. One hour was allocated for each of these interviews. The spouses were interviewed in the evening in hotel rooms. These interviews, which were conducted in groups of two to six, lasted approximately two hours. Thirteen spouses were interviewed in four separate sessions.

The interviews were conducted in a semi-structured style. A series of twenty-two [22] questions was asked each woman and a series of five questions was presented to each spouse group. During the interviews with the women, one thesis writer would pose the question while
the other writer took notes. These roles were alternated on each interview. During the spouse interviews, which were conducted more as a discussion group, one writer would act as a discussion leader while the other took notes. These roles also were alternated for the four spouse meetings.

The discussion group format was very helpful in drawing out responses from the husbands, but it masked individual answers to the questions. Therefore, it was not possible to correlate husband and wife answers to the same questions.

Prior to conducting the interviews or preparing the interview questions, considerable time was devoted to the study of selected literature on dual-career marriages. This was done to insure that an awareness of appropriate issues was reflected in the interview questions and discussions. After completion of the interviews, additional research was done to assist in summarizing study findings and in forming conclusions.

One other comment concerning the data base selected is appropriate for this chapter. The mean salary for the one hundred and seventeen [117] respondents was $27,300, while the comparable figure for the thirty-two [32] women interviewed was $28,500. In 1975 only
11,000 women, less than one percent of the female labor force, earned in excess of $25,000.\(^1\) Therefore, the opportunity to interview women in such an exclusive salary bracket is unique and may provide a different insight than previous data on dual-career marriages.

A final factor which has influenced the preparation of this thesis is the background of the two thesis writers. Although both writers are middle level managers in similar companies, they are in different marital situations. One writer has a "traditional" marriage while the other has a dual-career marriage. Although the wife in the traditional marriage has worked on several different occasions, a continuous career pattern has not been established. The wife in the dual-career marriage has a successful career in retailing and, although she is on a leave of absence during her husband's year at MIT, intends to continue working full-time toward the attainment of her career goals. This variance in marital situations has provided a unique perspective for the thesis research.

CHAPTER IV

A DEMOGRAPHIC PROFILE OF
THE FEMALE MANAGERS AND THEIR SPOUSES

Overview

The analysis contained on the following pages groups the data collected into two parts. The first data base describes selected characteristics of the one hundred seventeen [117] female managers who responded to the screening questionnaire. The second data base profiles in more detail the thirty-two [32] women interviewed and includes pertinent information on their husbands.
A. DEMOGRAPHICS OF DATA BASE NO. 1
[117 FEMALE MANAGERS]

- Mean Age......................... 30.6 Years
- Mean Salary....................... $27,300 Year
- Spouse Works for Same Company..... 25% Yes, 75% No
- Line or Staff Job............... 23% Line, 77% Staff

- Job Level

```
%  
100  
80   
60   
40   
20   
0    

33

56

11

1st 2nd 3rd

Salary Range

1st 18,000 - 25,000
2nd 22,000 - 32,000
3rd 30,000 - 40,000
```
CHAPTER IV

- **Marital Status**

![Marital Status Bar Graph]

- **Ethnic Background**

![Ethnic Background Bar Graph]
CHAPTER IV

- **Educational Level**

![Bar chart showing educational levels]

- T/B = 4 Yr. Technical or Business Degree
- L/A = 4 Yr. Liberal Arts Degree
- ADV = Masters Degree

- **Work Department**

![Bar chart showing work departments]

- C/A = Comptrollers/Accounting
- C/M = Commercial/Marketing
- OP = Operations
- E = Engineering/Rates
- EPR = Executive, Personnel, Public Relations
• **Current Job Performance**

![Bar Chart]

- A = Outstanding
- B = Completely Satisfactory
- C = Acceptable
- D = Unacceptable
- NR = Recently Promoted and Not Yet Evaluated

• **Advancement Potential**

![Bar Chart]

- 2 = Potential 2 Levels Above Current Level
- 1 = Potential 1 Level Above Current Level
- 0 = No Potential at This Time
CHAPTER IV

B. DEMOGRAPHICS OF DATA BASE NO. 2
[32 FEMALE MANAGERS & THEIR SPOUSES]

1. THE WOMEN

- Mean Age ......................... 30.4 Years
- Mean Salary ...................... $28,500 Year
- Spouse Works for Same Company . . . . 37% Yes, 63% No
- Line or Staff Job ................. 22% Line, 78% Staff

- Job Level

![Job Level Chart]

Salary Range

<table>
<thead>
<tr>
<th>Level</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>18,000 - 25,000</td>
</tr>
<tr>
<td>2nd</td>
<td>22,000 - 32,000</td>
</tr>
<tr>
<td>3rd</td>
<td>30,000 - 40,000</td>
</tr>
</tbody>
</table>
CHAPTER IV

- Marital Status

- Ethnic Background
CHAPTER IV

- **Educational Level**

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>T/B</td>
<td>59</td>
</tr>
<tr>
<td>LA</td>
<td>41</td>
</tr>
<tr>
<td>ADV</td>
<td>12.5</td>
</tr>
</tbody>
</table>

- **Work Department**

<table>
<thead>
<tr>
<th></th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>C/A</td>
<td>38</td>
</tr>
<tr>
<td>C/M</td>
<td>25</td>
</tr>
<tr>
<td>OP</td>
<td>6</td>
</tr>
<tr>
<td>E</td>
<td>9</td>
</tr>
<tr>
<td>EPR</td>
<td>22</td>
</tr>
</tbody>
</table>

T/B = 4 Yr. Technical of Business Degree  
LA = 4 Yr. Liberal Arts Degree  
ADV = Masters Degree  
C/A = Comptrollers/Accounting  
C/M = Commercial/Marketing  
OP = Operations  
E = Engineering/Rates  
EPR = Executive, Personnel, Public Relations
• **Current Job Performance**

![Bar graph showing job performance ratings](image)

A = Outstanding  
B = Completely Satisfactory  
C = Acceptable  
D = Unacceptable  
NR = Recently Promoted and Not Yet Evaluated

• **Advancement Potential**

![Bar graph showing advancement potential](image)

2 = Potential 2 Levels Above Current Level  
1 = Potential 1 Level Above Current Level  
0 = No Potential At This Time
- **Job Location**

![Bar chart showing job location percentages]

- **Company Transfers**

![Bar chart showing number of moves]
2. **THEIR FAMILIES**

- Mean Age of Spouse .............. 33.6 Years
- Mean Salary of Spouse .......... $29,100 Year
- Mean Number of Years Married ...... 7 Years
- Number of Women Having Children ... 15 of 32

- **Spouse Occupation**
\section*{Spouse Education Level}

\begin{center}
\begin{tikzpicture}
\begin{axis}[
    width=\textwidth,
    height=0.5\textwidth,
    ybar,
    ytick={0,20,40,60,80,100},
    xtick={1,2,3},
    xticklabels={College Degree, Masters Degree, No College},
    title={Spouse Education Level}
]
\addplot coordinates{(1,81) (2,34) (3,19)};
\end{axis}
\end{tikzpicture}
\end{center}

\section*{Number of Children}

\begin{center}
\begin{tikzpicture}
\begin{axis}[
    width=\textwidth,
    height=0.5\textwidth,
    ybar,
    ytick={0,20,40,60,80,100},
    xtick={0,1,2,3},
    xticklabels={0, 1, 2, 3},
    title={Number of Children}
]
\addplot coordinates{(0,53) (1,35) (2,6) (3,6)};
\end{axis}
\end{tikzpicture}
\end{center}

\subsection*{Children's Ages}

62\% of the Children Were Pre-School Ages 1-5 Yrs.
38\% of the Children Were Ages 6-14 Years.
CHAPTER V

REPORT ON THE INTERVIEWS WITH THIRTY-TWO [32] FEMALE MANAGERS

As discussed in the methodology, twenty-two [22] questions were asked of each of the managers. The questions were grouped into three categories: A. Job Related, B. Family Related, and C. Meshing of Job and Family. Detailed within this chapter is a summary of the responses received for each question.

A. JOB RELATED QUESTIONS

1. What Conflicts and/or Issues are Faced by You as a Working Woman in a Dual-Career Family?

- Most of the women found that there was simply not enough time in the day to give proper attention to their husbands, children and household responsibilities. A majority also felt it was their ultimate responsibility to care for the home regardless of the scope of their
job or how much help was provided by the spouse.

- The other significant conflicts are listed according to the frequency each was mentioned.

  - Husband will not share enough of the household responsibilities
  
  - Husbands and/or children resented the amount of overtime the women had to work
  
  - Strong conflict was caused by career competition generated between themselves and their husbands. In all of these cases, both worked for the same company
  
  - Her travel schedule upset the family routine and caused tension
  
  - Internal conflict was caused by the decision not to have children or to
Two women said there was no conflict at all.

2. **How Have Your Marriage and Home Responsibilities Affected Your Career Progress?**

- Thirteen of the women said their dual-career marriage had not affected their career progress.

- Ten women felt that their immobility, or limited mobility, had already slowed their career progress and would probably continue to do so.

- Several women felt that the amount of time they had to spend on family duties curtailed the time available for their current assignment. They were concerned that this necessary splitting of time between home and work would not enable them to perform satisfactorily in a higher level assignment.
• Three women felt that the time spent on maternity leave of absence delayed their continued career advancement.

• One woman took a demotion to relocate when her husband was transferred [both worked for the same company].

3. How Does Your Husband Feel About Your Career?

• Twenty-one [21] of the women said their husbands were supportive of their careers. Several women thought the primary reason was the increased financial independence the extra salary brought. Two women said that while their husbands were supportive, the men still believed their careers were primary.

• Nine women responded that their husbands were neutral or non-committal. Three felt that their husbands supported the job, but not the career.
Two women stated their husbands were openly non-supportive of their job and career.

4. **Does the Success of Your Career Present An Ego Problem to Your Husband?**

- Twenty-four [24] women responded that they did not feel their success caused an ego problem for their husbands.

- Five women felt their husbands demonstrated an ego reaction to their career success. It was most prevalent where the couple worked for the same company and a competitive job situation had developed. Two women said that they merely perceived an ego problem, but couldn't really give examples.

- The other three women felt that there had been an ego problem earlier in their marriage, but as time passed, so had the problem.
5. How High do You Feel You Can Progress in Your Career Without Raising Competitive Anxieties in Your Husband? Would You Consider Slowing Your Career Progress if This Ever Became a Problem?

How High . . .

- Twenty [20] women said there was no limit to how far they could progress in their careers. No competitive anxieties would be raised within their husbands.

- Seven women felt that if they attained the next level of management [third level] there would be competitive anxieties developed within their husbands.

- The remaining women felt they could envision some career success or salary level that could possibly provoke a problem, but felt they would never achieve such a status.

Would You Slow Down . . .

- Thirteen women said that if they felt their husband developing such anxieties they would
take steps to slow down their career progress.

- Nine women said they would never slow their career to prevent a problem with their husbands.
- Nine women said they just didn't know if they would slow down or not.
- One woman said she had already slowed her career down by recently turning down a promotion and move because her husband could not relocate.


- Six women said they would not accept a transfer unless the company offered a good job to their husbands. [Husbands and wives all worked for the same company.]
- Only four women mentioned commuting weekends after accepting a geographic transfer.
One woman said she had already tried a commuting arrangement and it had contributed to her divorce. The other women said they would consider commuting weekends only for a short time until their husbands found suitable employment.

- Several women mentioned that their salary would allow their husbands the financial freedom to look for another assignment in the new area, and did not feel a transfer would pose significant problems.

- Six women said they would not accept a transfer because they felt their husband's job was dominant and her career advancement subordinate to his.

- Only three women said they would not relocate regardless of which spouse was offered the transfer.

- The remainder of the women all felt that a transfer for them provided some measure of
career advancement, but they had approached, and would continue to approach, each on an individual basis. The key ingredient seemed to be whether the new city offered an opportunity for their spouse to find a good job. These husbands did not work for the same company as their wives.

- The most common response to how the transfer situation would be handled was a joint discussion by the spouses on the relative benefits to the family as a whole -- financial, lifestyle and career challenge. Most women said they would not turn down a move arbitrarily because of their spouse, but wanted to be treated by the company as if they were viable candidates for any job. Three women said there was no reason to discuss an offer with their husbands because he would naturally expect her to turn the offer down.
7. **How Does Your Husband Feel About Your Traveling? How Do You Feel About His Traveling? How Are Family Responsibilities Handled When One Or Both Of You Travel?**

*Your Traveling . . .*

- Twenty-three [23] women said their husbands did not mind when they traveled.

- Seven women said their husbands objected to their being away from home. "He expects me to check in every night, but I'm not supposed to worry about him" was a typical response from these women.

- Two said they did not travel.

*His Travel . . .*

- All of the women interviewed said they had no real problem with their husband's travel schedule. One woman, whose husband traveled a lot found the extra strain on child care a problem, but with a live-in housekeeper, the situation was manageable.
Family Responsibilities...

- Most of the women did not feel the household responsibilities were neglected due to their travel schedule. A housekeeper was available in twelve of the households and in the others the wife or husband was able to handle the chores and/or children independently.

- Several of the women, however, resented the fact that their husbands expected them to take care of the household whether they traveled or not. They were expected to arrange for baby-sitters and, in some cases, prepare meals in advance.

- As stated above, while most of the women did not feel the household duties were neglected due to travel, they all resented that this was one more instance where the family had missed an opportunity to spend leisure time together.
8. Where Do You See Yourself In Five Years?

- Fifteen women saw themselves at their current job level in five years. Some of these women thought they would be in different departments, but did not feel they would advance.

- Fifteen women saw themselves advancing one more level in the next five years. They generally felt the assignment would be in a department other than their current one.

- One woman saw herself "back in the kitchen." Her family was more important than her career.

- One woman felt she could progress to the sixth level [officer] within the company or its equivalent outside [a promotion of three levels].

- One of the fifteen women, who saw themselves one level higher, felt she could not advance further "because there are no EEO quotas above third level."
9. What Are the Most Rewarding and Disappointing Aspects of Your Job?

Rewards . . .

- Eleven women felt that working with and developing people were the most satisfying aspects of their job.

- The other responses varied significantly and only the most frequently mentioned are listed below:
  - The challenge and variety in my work
  - The recognition for doing a job that's considered important
  - The intellectual and academic stimulation of the job
  - Freedom to perform the assignment in my own way

Disappointments . . .

- The modal response to this question centered
around the difficulty in getting the job accomplished through the corporate bureaucracy [policies, guidelines, etc.].

- Other significant responses are itemized below:

  - There is a lack of staff support from Headquarters

  - My boss is involved in my job too often

  - I am unable to get the job done through other departments

  - "I see things wrong that I can't change"

  - "I get no feedback on my job performance"

  - "Upper management procrastinates on the tough issues"

  - "There is sometimes too much conflict between my personal
10. **What, If Anything, Do You Feel the Company Should Do to Assist in the Maintenance of Your Dual-Career Family?**

- Five women felt that the company should do more to help in the area of child care -- specifically, that a child care center should be provided on company premises. They felt that space only could be provided, with the women bearing the other costs. In addition, two of the women thought that child care expenses should be voucherable when the mother travels on company business.

- The eight women, whose husbands also worked for the companies studied, said that in the event of their transfer; their spouse should be guaranteed a comparable job in the new location.

- Four women, whose husbands did not work for the companies studied, said that if they were
transferred they would like their company to do more to help their spouse find a new job. Providing the spouse with a list of possible employers and giving appropriate introductions were the most often mentioned means of assistance.

- The following responses were mentioned at least three times during the interviews:

  - Be more responsive to the particular needs of the dual-career families - don't put so much pressure on the mobility criteria

  - Hire more part-time people to enable women to have careers and still handle the home responsibilities

  - The company should not penalize my career if I am unable to re-locate due to my husband's current job
- Flexible work hours would be a significant help to managing a household and a career.

- The career planning process for a married woman should look beyond the next job and take into account her husband's career situation.

- Three of the women felt the company should do no more than is presently being done to help dual-career couples.

- The majority of the women also expressed concern that the company assumed they would have difficulty with a transfer and for that reason decided not to offer certain jobs. The women wanted the opportunity to examine all career possibilities and not be excluded because of past history or preconceived management ideas.
B. FAMILY RELATED QUESTIONS

11. How Does Your Working Affect Relationships Within Your Family? [Spouse, Children, Other Relatives]

- Nine women interviewed said that their career had caused conflict with their husbands and children in the following areas:
  - Neglecting household duties
  - Bringing her job stresses home caused tension with her husband and children
  - Not enough time to do the "little things" the family expected
  - Family did not understand why the dinner and laundry were not done if she had to work overtime

- Nine of the women said that their working had a positive effect on their families.
  - "The quality of the time we spend
together is much improved"

- "My children have learned to
accept more responsibility"

- Seven of these women reported that they were able to communicate more freely with their husbands and children now that they had a job and a certain amount of "intellectual expertise."

- Four women felt strongly that the improved financial situation, brought about by their job, improved the entire family lifestyle and hence, their relationship.

- Two persons said that the increased competition with their spouses in the job environment was all too often brought into the home.

- Four women were concerned that since they were unable to spend as much time as they would like with their children, there might develop an adverse relationship over time.

- The remaining women felt that their jobs had little effect on their home relationships.
12. How Are Household Responsibilities Shared Within Your Family? How Did You Arrive at This Arrangement?

- Thirteen women said that the household responsibilities were shared completely. There were no traditional male/female roles. Their husbands helped with cooking, laundry and the children. They helped with cars and the "outside."

- Four couples shared the household responsibilities, but in each of these cases they employed a housekeeper at least once a week. Two of the couples had a "live-in" housekeeper.

- Four women said that the household responsibilities were divided traditionally, i.e., she did the inside repetitive duties while he took care of the cars, house maintenance and the lawn. In each of these cases, however, the couples employed a housekeeper once a week for cleaning, laundry and some dinner preparation.
Eleven women stated that the household responsibilities were shared along the traditional roles, i.e., they were responsible for the children, cleaning, cooking and laundry while their husbands took care of the cars and the outside maintenance. Some of these women were bitter about the extra burden placed on them while others felt it was their "natural" responsibility as a wife and mother.

In those cases where the household duties were shared completely in all areas, most of the women said they still felt it was their responsibility if the jobs were not done right. One woman said, "when my guests come to dinner, and the house is not very clean, they don't say my husband's a lousy housekeeper, they say I am!"

The answer to how these arrangements were arrived at was consistent among all the couples. The arrangements, whether traditional or fully shared, just seemed to evolve
over time. Only two women said they discussed the sharing of household responsibilities in any detail before marriage. The majority of the women involved in the families where the duties were shared expressed the view that they could not do their career job properly, if they did not have the support of their husbands. There was not, however, general dissatisfaction among the women whose husbands did the "traditional" household duties only.

13. How Is Your Salary Used Within the Family?

- Twenty-two [22] of the women said that their income was pooled with that of their husbands. There was virtually no distinction between the two salaries. One woman, however, held back some "mad" money each month.

- Four women said that their salary went to a joint savings account to be used for future investments, vacations, and major purchases.
They managed the day-to-day expenses on the husband's salary alone.

- Five women kept their salary completely separate from their husbands. They paid a portion of the household expenses, but used the rest at their individual discretion.

- One woman said that she and her husband drew up a written agreement after they were married. Her salary would pay the mortgage on the summer home and they would live off of his salary. They established two checking accounts. Her account was individual and his was to be joint with her. Her husband then wrote her a check from the joint account to operate the household.

14. How Are Major Financial Decisions Made Within the Family?

- Twenty-four [24] women said that all financial decisions of any importance were made after thorough discussions with their spouses.
Two women said they planned and made all major expenditures except cars, which they left to their husbands.

One couple made significant purchases as they pleased without much input from each other.

The other five couples made the majority of their purchases individually, but not without some consultation with their spouse.

15. Has Your Dual-Career Status Affected Your Decision to Have Children? If So, in What Way?

Eleven women replied that their career had no effect on their decision to have children.

The remaining twenty-one [21] women indicated their career had affected their decision to have children. The most mentioned reasons are listed below in their order of frequency.

- "We wanted to wait until we were financially secure and that meant
at least second level"

- "We did not want to lose the financial freedom two salaries provided, so we don't plan any children"

- "I wouldn't agree to children until he agreed to share some of the household duties"

- The majority of the women who responded no to this question did not have any children.

16. **What Are Your Interests Outside the Home and Work Environment? Do You Share Them with Your Spouse?**

- Twelve women replied that they simply had no time left for outside activities.

- Sports activities with their spouse accounted for five of the responses.

- The remaining fifteen women pursued various cultural, civic and church related activities.
CHAPTER V

Ten of these women shared their activities with their spouse. Selected interests included:

- Church related activities
- Trying to join the volunteer fire department [she was not accepted]
- Jaycee wives' club
- Adult education courses
- Historical society
- Hospital volunteer

17. To What Extent, If Any, Was Your Decision to Divorce or Separate Affected by Your Career?

This question was asked to the eight divorced or separated women in our interview sample. Their responses are as follows:

- It had a large effect. He wanted her to stay home, but she had a need to succeed on her own.
• They both seemed to change in their marriage and grow apart as their jobs took time away from each other. She was also too tired after doing her job during the day and the housework at night to go out. Husband resented this.

• "It did not have much effect, but our business travel separations did not help."

• Four women reported that their career had little or no effect on their decision to separate.

• The demands of one woman's career added stress to an already troubled marriage and escalated their problems.
18. With the Exception of Your Work Schedule, Would You Please Describe Your Daily Routine?

This question was asked of these women to determine how they managed the daily routine of family responsibilities with a full-time career. The majority of the responses demonstrated that all of the women approached their private lives in an organized and fairly structured manner. In those cases where the household duties were equally divided, or a housekeeper was available [17], the daily routine was relatively uncluttered with large gaps between items. However, in those cases where the woman performed the traditional female role duties of child care, cooking, cleaning and laundry; the daily routine was extremely crowded with practically every hour allocated to some pre-planned task. One woman described her routine as requiring the energy level of Superman. An example of one such routine is outlined below.
6:00 AM  Wake up, shower and dress

6:45 AM  Wake up, bathe and dress two year old daughter

7:15 AM  Feed daughter breakfast and pack car with daughter's clothes and toys

7:30 AM  Leave home to take daughter to babysitter

7:50 AM  Spend about 10 minutes with sitter to prepare them both for the day ahead

8:00 AM  Leave for office, arrive by 8:15 AM

5:00 PM  Leave office, stop for groceries and then pick up daughter at babysitters

5:30 PM  Arrive home. Prepare dinner and play with daughter. Husband arrives home at 6:15 PM

6:30 PM  Eat dinner

7:00 PM¹  Clean up dishes, then bathe and get baby ready for bed. Husband usually helps out

8:00 PM  She and husband play with baby until around 8:30 PM

8:30 PM  She and husband watch TV together until about 9:15 PM. Daughter usually falls asleep with them on the couch

12:00 PM  They wake up and she carries daughter off to bed for the night

¹ Laundry and cleaning activities usually take much of the time from 7:00 - 9:00 PM several nights a week.
19. **Do You Have Priority Conflicts Between Your Work and Home Responsibilities?**

If So, How Do You Manage Them?

- Four women said they had no conflicts between their home and work responsibilities.

- Eight women responded that their job and career came first in almost all situations. They usually planned to avoid potential conflicts by anticipating problems and taking appropriate action to avoid a work conflict. Two of these women had children, but stated that their children would of course come first in an emergency; but so far this type of crisis conflict between work and home had not occurred.

- The remaining twenty [20] women stated that their home life and responsibilities came first when a conflict arose. They, too, tried to plan around potential problems, but said they would put their job requirements second to handle most family problems. Minor problems such as furniture deliveries, repairmen, etc. were not included as family problems.
• Most of the couples who stated there were priority conflicts shared the responsibility for handling the situations. In those cases where the children were the conflict, the women generally felt it was their responsibility to handle them. However, most stated their husbands were willing to help out occasionally.

20. Do You and Your Husband Discuss Work Situations At Home?

• Five women replied that they never discussed work situations at home - neither person's job was discussed.

• The remaining women said that they discussed work situations with their spouses and traded advice about each other's problems. Five of the women stated that they only discussed his work at home. They never brought up their problems, nor were they ever asked to do so by their spouses.
21. **To What Extent, If Any, Do You Socialize With Other Dual-Career Families? Do You Discuss Common Problems?**

- Eighteen of the women said that they socialized with other couples in similar home/career situations. Eleven of these women said they did discuss common problems, generally centering around sharing of household duties and geographical mobility.

- Six women said they had little time to socialize at all and saw other couples only on special occasions. Career items were generally never discussed.

- The other eight women socialized very seldom with dual career couples, but did see couples who shared a more traditional marriage, i.e., the husband was the sole breadwinner. Rarely was the dual-career subject discussed. However, one woman felt she was silently chastised for leaving her children to pursue a career.
22. What Key Ingredients Do You Feel Are Necessary to Make the Dual-Career Marriage Work?

- The most commonly mentioned theme centered around each partner understanding and respecting the other person's career and need for self identity. It was imperative, they felt, for each person to take more than a passive interest in the other's job. Otherwise, travel schedules, overtime, and occasional stress could be misunderstood and lead to more serious problems.

- Other ingredients most frequently mentioned were as follows:
  - "The husband must be willing to share the household responsibilities—including children"
  - Trust and a loving relationship
  - Extremely open communications
  - "Take the time to plan your lifestyle and be sure the routines will be
well organized"

- "Be aware of each other's career goals and objectives and understand how those will fit into your lifestyle together"

- "The husband must be willing to accept his wife's career and the possibility that she may earn a higher income than he does"

- "The couple should agree in advance on the decision regarding children. If they have children, they should both agree, in advance, that she will return to work within a certain period of time"

- "They should both agree on whether the home or job comes first. The burden of managing priorities should not be left to the woman"
CHAPTER VI

REPORT ON THE INTERVIEWS
WITH THIRTEEN HUSBANDS

Thirteen husbands were interviewed to elicit their feelings concerning areas that had been explored with their wives. The following is a summary of their responses to five such questions.

1. What Ingredients Do You Feel Go into Making a Successful Dual-Career Marriage? What Recommendations Would You Make to a Couple Just Starting a Dual-Career Marriage?

- The following ingredients/recommendations represent the most frequent responses from the spouses. The responses were very similar in each of the four cities where the interviews were held.

  - "The husband must overcome any anxiety over his wife's success as a career woman"
"The husband must be able to get satisfaction from his wife's advancements"

"There must be mutual respect for the other's accomplishments"

"The husband must appreciate that his wife's career is as important to her as his is to him"

"The couple must develop an ability to adapt to some very stressful situations"

"Both partners must agree on their roles in the event they have children. There will be little free time left after the children are born"

"The husband must be able to trust his wife when she travels on business"

"There must be an agreement that the
husband will contribute to the accomplishment of the household chores.

2. **How Do You Share Household Responsibilities? How Did You Arrive At That Decision?**

- Ten of the husbands felt they contributed equally to the household responsibilities. The majority said that they did some of the traditional women's duties such as cleaning, cooking, etc. However, most discussed their roles with cars, outside maintenance and household repairs.

- Several of the husbands felt that the decision to obtain a housekeeper [six had maids] was a vital decision that helped the dual-career marriage work.

- Four of the husbands said that in the beginning of the marriage they let their wives assume most of the household duties. They were raised in this manner at home. However, as time passed,
they saw the need to pitch-in and assume
a larger portion of the repetitive household
tasks than they had earlier envisioned.

- Three of the husbands said they would split
all of the duties around the house except the
cleaning of bathrooms and diapers.

- Only one husband stated that he did very
little of the household chores. [They had a
housekeeper.]

3. **How Do You Feel About Your Wife's Traveling and Being Away From Home?**
**How Do You Handle the Logistics of the Household Duties When She Is Away?**

- None of the husbands interviewed expressed
any real concern over their wives' traveling.
Several thought it was positive in their relation-
ship, giving both the opportunity to grow. One
husband said he liked the solitude to catch up
on his personal items. However, most of the
husbands did add that while they understood the
need for the traveling, they missed their wives
and would prefer to see them travel less.

- The logistics of handling household responsibilities were not a problem. Those that had housekeepers left the cleaning and laundry to them. The others fended for themselves by eating out, sending their laundry out and doing their own cooking and cleaning.

- Two husbands did comment, however, that they did occasionally leave laundry and dishes for their wives to handle when they returned home.


- In general, most of the husbands reflected similar attitudes that were expressed by the majority of the women interviewed. Each transfer opportunity would be looked at individually and the decision would be based on whether or not they would both have suitable employment. None of the husbands said they would consider a
commuting marriage.

- Other responses from the husbands are listed below in the order most frequently mentioned.

  - "The financial freedom that two salaries provide means that we don't have to accept every transfer offer that comes along. It also means that if we decide to take a move, one of us could afford to look for a job while the other brings home the income"

  - Three husbands said that they were immobile at this point in their career. One was a tenured college professor, one a college treasurer and the other a self-employed builder. All of them stated that they could not move now and felt they were financially secure enough to take that position. However, they were also concerned that their immobility might in some way hinder
their wives' career advancement

- One husband, who had recently quit his job to follow his wife, said that he would gladly move again, if it would benefit his wife's career and maximize their family income. His wife had stated earlier, that if he did not want to relocate anymore [he now had an excellent job] she would turn down a transfer offer

- One husband stated that because his wife worked for a company with offices in every state, her flexibility to follow his career was a real bonus for him. They were now in the process of deciding on a recent job offer made to him

- Two of the husbands commented that it was not as bad for a woman to turn down a company move, but for men
it could mean a slow-down in their career. For this reason they felt their wives could probably afford to pick and choose the right transfer whereas they did not have that luxury

5. Has the Dual-Career Marriage Had Any Effect on Your Career Progress? If So, in What Way?

- Five of the husbands said that their wives' career had not had any effect on their career progress. However, one of those husbands had recently quit his job to move with his wife to another city.

- Five husbands stated that their wives' career, and the income it generated, had given them the ability to take more risks in their job. If they were unsuccessful, they could always look for another job without worrying about money. The men also stated that this increased ability to take risks had been positive and contributed
to their current career success.

- One husband felt that his wife's business experience had a very positive effect on his career. He had used her expertise and advice numerous times in the area of personnel policies within his company. He was self-employed.

- The remaining two spouses felt that their wives' career had not yet had any effect on their career progress, but could foresee a time in the future when their spouse would be asked to transfer to another city. If this move is perceived as better for the family as a whole, they would relocate with their wives. This change may then have a negative effect on their career progress.
Initially, the topics of interest that formed the research base for this thesis were presented and discussed from the perspective of current literature on the dual-career marriage. During the interviews with women managers and their spouses, a series of questions was asked in order to secure information about those areas of interest. The interview questions and summarized responses were presented in prior chapters. This chapter will provide a summary of findings and conclusions concerning each topic discussed earlier. The summary of findings and conclusions is listed below:

Sharing of Home Responsibilities

- More than half the women interviewed indicated that their husbands shared in assuming household responsibilities.

Contrary to current literature surveyed, there **does** appear to be a trend toward the husband's performing an equal share of household duties. In most cases,
the sharing of responsibilities had evolved over a period of time and a written contract was not deemed necessary.

- Sharing of home responsibilities is a critical problem. There must be an equal sharing or a housekeeper to keep the tremendous pressure of dual responsibilities [home and work] off the woman manager. This will require a realignment of the traditional roles inside the home.

- If traditional roles are to change, the woman must press for change and stop feeling totally responsible for household duties. Obviously, this feeling of responsibility for the house and children is caused by traditional concepts of society the woman has been exposed to throughout her life. However, if sharing is to take place, the woman must stop feeling and acting like she is totally responsible for the home and children.

- Although the data are not conclusive, it appeared that men who lived alone and were self-sufficient prior to marriage were the ones most likely to share household duties.
CHAPTER VII

Effect of Home Responsibilities
On the Woman's Career

- A significant number of women interviewed [13] felt that home responsibilities had no effect on their career progress.

- Maternity leave of absence does have an adverse effect since it slows down the career timetable. The return job may not be the job they would have had if they had not gone on leave.

- Home responsibilities cause many women to be unable to stay at work beyond the normally scheduled workday. Because these women cannot demonstrate the "extra effort" so highly valued in managers, their career advancement potential may be adversely affected.

- Having children in the house will have a more detrimental effect on the woman's career than on the man's. This is due partly to the woman's maternal feelings and partially to the husband's expectation that she is primarily responsible for child care.

- Based on the interview findings, there is no reason
why a woman can't have children and a successful career. However, it is more difficult with children and it requires considerable planning and ingenuity.

**Geographic Transfer Concerns**

- Most couples approach any potential transfer as a unique situation to be evaluated on its particular benefits and disadvantages for the entire family. This evaluation is normally a joint discussion using a balance sheet approach to list advantages and disadvantages associated with the proposed transfer.

- Couples realize that where both careers require mobility and both careers are given equal importance, neither person can advance as far as one could on his or her own. In other words, the sacrifices that each spouse would have to make for the other's career demands would be likely to slow down his or her own career.

- The commuting marriage did not appear to be a viable alternative for these couples. Although this arrangement was discussed in several interviews, much aversion to
that alternative was expressed. This conclusion may have been biased by the length of marriage, small children at home and the manager's level in the organization. As the couples progress upward in their organizations and children leave home, the commuting arrangement may become a more desirable alternative.

- In the area of geographic mobility, women managers whose husbands work for the same company appear to have a career advantage over women whose spouses are employed elsewhere. The company that employs both the husband and the wife will normally attempt to relocate the spouse of a transferred male or female manager. However, this quasi-guarantee of employment is not generally available to the non-employee spouse. As a result, women whose husbands are not employed by the same company may suffer delays in career advancement if they are unable to relocate.
Anxieties and Guilt Feelings in Women Caused by Inability to Perform Both Home and Work Tasks According to Expectations, Their Own and Those of Society

- There were considerable anxieties and guilt in this area. Many of the women felt pressure to perform home and child care responsibilities as if they spent full time in the home. Some of this pressure originated in the woman's own expectations of herself and some of it came from perceived societal expectations. The women were particularly concerned about their responsibility for child development.

Competitive Anxieties in Husband--Intentional Slowing of Woman's Career to Relieve Husband's Anxieties

- Competitive anxieties in the husband as a result of the woman's career progress did not appear to be a major problem. The vast majority of women said their husbands did not experience these anxieties and were not likely to in the future. In fact, both husbands and wives had adjusted well to each other's earning level and career advancement.
Thirteen women said they would definitely slow their career if they became aware of competitive anxieties in their husbands and nine women weren't sure what they would do. Based on the interview discussions, it appeared that the nine women in doubt would also slow their careers if problems began to develop in the marriage. Only nine of the thirty-two [32] women interviewed stated positively they would not slow their careers.

Positive Benefits of the Dual-Career Marriage

- The additional salary provides financial security and contributes toward a better, or certainly more luxurious, lifestyle.

- The increased financial security allows both people to be able to take risks in their jobs that they could not take otherwise. The husbands, in particular, felt this allowed them to be better managers and contributed to their career progress. The husbands also felt the increased financial security gave them the freedom to change jobs or careers if they desired.
Both women and men interviewed felt that the dual-career marriage increased their intellectual compatibility. The men felt their working wives were more informed about business and, therefore, were more attractive companions. Most couples discussed their work situations at home and many of them exchanged advice concerning problems.

Company Couples

- Both husband and wife are secure in the feeling they can maintain dual careers if faced with a transfer.

- The company couple will not move unless they are moved as a package. Although this causes some difficulty for their company, it should not be an insurmountable problem. However, as either one or both members advance into higher management, the difficulties for the company are likely to become more severe and harder to overcome.

- The increasing difficulties in providing package transfers as couples advance may limit the growth of one or both careers. This will not reflect a policy decision by the
company, but will simply be a result of the difficulties involved in finding two suitable jobs for each geographic transfer.

- Company couples are more likely to feel they are competing with each other and, therefore, cause competitive anxieties in each other. Non-company spouses see themselves in a different line of work and can rationalize their wife's higher salary or position by blaming external factors. Therefore, competitive anxieties seem more likely to occur in company couples than non-company couples.

**Key Ingredients For A Successful Dual-Career Marriage**

- The most frequently mentioned ingredients were understanding and respect. These and the other ingredients mentioned are no different from the traits commonly expected for a successful traditional marriage. However, the intense pressures of the dual-career marriage such as time requirements, dual schedules and child care greatly emphasize the need for these key
ingredients. The desire and ability to share career goals, household responsibilities and money seem to be the essential keys to a successful dual-career marriage.

- The interviews with the eight women who are divorced or separated indicated that the dual-career stresses were a factor in most of the marriage breakdowns. Some of the reasons mentioned were tiredness after work, wife intellectually outgrew her husband, disputes over home responsibilities and separations caused by transfers or commuting.

Use of Woman's Salary and Making of Major Financial Decisions

- The majority of the couples were placing both incomes into a common fund or checking account. The money was handled jointly with no differentiation between salaries. While the majority pooled their incomes, and only five placed all the woman's salary into a savings account, it appeared that the woman's salary was used more like discretionary income. The wife's salary
was not absolutely essential for normal expenses and, if required, the couple could live on one salary indefinitely. This seems to tie in closely with the findings listed under the positive benefits of a dual-career marriage on page 86.

- Decisions concerning major expenditures were made jointly, but the woman seemed to have a much stronger role in the decision-making process if she earned as much or more than her husband. In fact, the wife's power in the decision-making process seemed to have a positive correlation with the size of her salary relative to her husband's salary.

Effect On Decisions Concerning Children

- The dual-career marriage does have a very definite effect on decisions to have children. However, the major effect is on the timing of the children rather than whether or not to have children. The majority of women who desired to have children wanted to wait until an appropriate time in their career or until the desired degree of
financial security had been obtained. Seven of the women indicated they intentionally waited until they reached a certain level in the business, usually second level, before they had any children.

- There did not appear to be any significant effect on the decision of whether or not to have children. Women who said they did not want to have children commented that this decision was not influenced by their careers. These women had simply chosen to have no children because they preferred a childless lifestyle. Women who wanted children felt that they could have children and still maintain a viable career.

Other Findings

- Practically every person interviewed mentioned extremely tight schedules and difficulties associated with caring for both house and work responsibilities. As a result of these demanding schedules, the vast majority of couples had very little time for civic and community activities. Many of the women interviewed mentioned that they had very little time for themselves. They
worked very hard to schedule work and home activities and to accommodate all the demands placed on them. Therefore, the proper utilization of time seemed to be one of the primary considerations in the dual-career marriage.

- At least one woman indicated that her career was in a "hold" status because of responsibilities at home. She also indicated that in five years, after her children left home, she intended to intensify her efforts toward upward advancement. There were several other women who implied a similar strategy without being as specific. Company management should perceive this as a possible strategy for women managers and not penalize them early in their careers because of conflicts with home responsibilities.

- Although the subject was not specifically a part of the dual-career study, each woman was asked "where she saw herself in five years." This question was not asked of the spouses so there is no direct data correlation possible. However, in the opinion of the thesis writers, the women's goals and aspirations were far more
conservative than would be expected from a comparable group of male managers. This anomaly could possibly be attributed to a number of factors. However, one logical conclusion could be that these women felt, consciously or not, that their dual-career situation would slow down their career progress. If this was true, it may have been reflected in their relatively conservative statement of future expectations.

Of the fifteen women who saw themselves at the same level in five years, eleven were rated not promotable by the company and four were rated as promotable. Of the fifteen women who saw themselves advancing one level within five years, the company rated six of them promotable, four not promotable and five women had no potential rating because of recent promotions.

It is not possible to draw any firm conclusions from this comparison of company potential ratings and the women's self-appraisals. However, the writers feel that a comparable group of male managers would have taken a more optimistic view of their advancement potential, whether or not it was justified by their
performance and abilities.

- Answers to several different questions seemed to mesh together to form the basis for a final and significant conclusion. On at least four questions the responses received indicated that the women interviewed were not totally secure and comfortable in their dual-career role. For instance, the majority of those interviewed indicated in some way that they would slow down their career if their spouse began to experience competitive anxieties. The women stated relatively low career aspirations and the majority of the women still felt the primary responsibility for household duties and child care. Finally, when they were questioned about conflicts between home and work responsibilities, the majority indicated that home responsibilities had priority.

Admittedly, it is difficult to come to a concrete conclusion based on these responses. However, it appears that these women are not as totally dedicated to their career roles as they would like to portray. This may be a totally sub-conscious response to the traditional expectations of society. Whatever the cause, the effect
appears to be real and, until that inner conflict is re-
solved, the woman's career will not achieve equality
with her husband's career.
CHAPTER VIII

RECOMMENDATIONS

An analysis of the interview responses, coupled with insights into the currently available literature; have led us to offer the following recommendations for corporate management and its women managers. It should be recognized, however, that some of the suggestions that follow can, and should, be applied equally to both female and male managers with dual-career families.

Geographic Mobility

- As discussed in Chapter V, a geographic transfer does present difficult decisions to the married woman manager. However, companies should ensure that the woman is treated as an individual. They should not automatically assume that she is immobile or will have inordinate difficulty relocating due to her husband's career. To do so, would unnecessarily prejudice her chances for advancement and reduce her opportunity for free choice.
While it is true that the majority of the women interviewed said they would accept a transfer only if their spouse could also find acceptable employment; they also replied emphatically that they treat each job transfer decision as an individual case. No job offer is dismissed without a serious family discussion on its merits. Their financial independence allowed them the latitude to relocate immediately, even if only one spouse had a guaranteed job.

The key element to implementing the above policy is to ensure that in-depth career planning is undertaken with any dual-career manager.¹ Their personal situation, and its potential conflict with proposed developmental assignments, must be addressed before tendering job offers.

- Management must continue to evaluate carefully each decision to relocate managers to fill vacancies and

¹ The term dual-career manager will be used throughout to denote both male and female managers.
achieve career development. The job transfer is especially disruptive to dual-career women managers. As the number of working women continues to increase, a higher proportion of a company's management talent will find itself in the dual-career situation. This may effectively curtail the traditional geographic transfer route to top management positions and force alternative methods of career development and job placement.

In career planning meetings with dual-career managers, bosses should discuss the long range career realities as much as feasible. If the women are unable to relocate either permanently or temporarily, they should be advised what problems or delays in their career development could result.

- Companies should allow more time for dual-career managers to decide on whether or not to accept a job transfer. It has been traditional to expect an answer within a day or two at the most. Based on our research, this would normally not be sufficient time for couples to assess their career options. At least one week, assuming that adequate career planning has preceded the job
offer, should be allocated for the decision process. Management will, in some cases, have to build slightly more time into the administration of filling job vacancies than is currently allowed.

Career Planning and Outside Activities

The companies studied in this thesis generally expect their managers with public contact responsibility to be active in civic and/or community activities. Our research indicates that dual-career managers have little time for outside activities. Accordingly, the companies must be sensitive to these time constraints and understand that they are not frivolous, but caused by the often hectic and demanding schedules of meeting home and job requirements. The dual-career manager must also understand that these requirements for outside involvement will not go away merely because they have little time to devote to them. These managers must be advised of the potential career problems they face, if a public contact assignment is deemed necessary for their particular career development and they are unable or unwilling to allocate the necessary time.

Our study also indicated that these dual-career women were
particularly adept at time management. We feel that where some outside community involvement becomes a necessary job requirement, the time can and will become available.

Career Assistance to the Non-Employee Spouse

Within the two companies studied, it is common personnel practice to try and provide an assignment for the "company spouse" at the same work location as the recently transferred manager. However, career assistance for non-company spouses is not presently a viable consideration at these companies. It is our feeling that businesses in general will soon have to take a more active role in assisting the non-employee spouse to find suitable employment. As the number of dual-career managers increases, a company cannot afford to have its high-potential and top management talent immobile because of their spouse's career conflict.

The amount of assistance offered will necessarily vary according to each situation, but we suggest that thought be given now to

---

1 Husband and wife both work for the same company.
developing methods that will help non-employee spouses survey the job market in the new location where his or her spouse is to be transferred. In addition, consideration should be given to the use of Executive Placement Agencies. Several companies have already utilized the services of these firms to ensure that the spouses of its talented managers will be able to relocate with the transferred executives.¹

We recognize that there are fundamental legal and social roadblocks inherent in the policy suggested. We feel strongly, however, that a company stands to lose in the long run if its best people become immobile because of dual-career conflicts. Every effort should be made to examine these relevant issues now.

Child Care and the Company

The majority of dual-career women with children supported some form of company aid in the area of child care. The type of aid most often mentioned was providing space on company premises for the establishment of day care centers. They did not feel the company

should pay for or administer these centers.

As the number of women managers in key positions within a company increases, child care problems may become such a significant time conflict [one that is not apparent today for the traditional male manager] for women managers and executives that some provision for child care could become necessary. However, child care benefits cannot be restricted to managers alone. The enormous administrative cost and legal implications involved in providing such a benefit to the entire employee body may far outweigh the advantages.

We feel, however, this area should be explored by corporate management. The problems may seem insurmountable now and its benefits somewhat limited to a small minority, but the dual-career managers are here to stay and their special problems cannot be ignored.

Flexible Working Hours

The issue of flexible working hours [flextime] is often discussed by management, unions and various women's groups. However, flextime is still the exception not the rule. One woman manager interviewed attributed her ability to manage her job and home responsibilities
well to her present flexible working hours schedule [she was in a trial location within the company.] She felt her combined job and home performance was better now than it had been under the standard working hours arrangement. However, based on our own experience, this thesis research and current literature, we are not able to recommend flexible hours as a panacea for the dual-career manager. It is obvious, however, that there would be many benefits for these dual-career couples. Its costs and benefits to company productivity and employee administration must be examined further.

Sharing of Household Responsibilities

The equal sharing of household responsibilities and child care is absolutely essential to the maintenance of a viable dual-career marriage. The time constraints are such that women managers cannot be expected to perform the traditional household responsibilities alone and also handle the demands of a management career. An understanding for a sharing arrangement should be reached at the beginning of a dual-career marriage so that each is aware of the other's responsibilities.

Our research indicates, however, that women must take a stronger initiative to ensure that traditional roles are not assumed by the husband. As mentioned in our Summary of Findings, many women
still felt the household responsibilities ultimately rested with them. As long as that attitude continues to prevail, we feel that women will continue to bear the majority of the repetitive duties and suffer the career/home conflicts so often mentioned in the interviews.

SUMMARY

In summary, we feel two important areas should be re-emphasized:

1. **Role of Corporate Management**

   The dual-career family is now the rule rather than the exception in the work place. In only thirty-four percent of today's families does the husband alone work.\(^1\) In 1976, twenty-five percent of the working women were heads of households responsible for family support.\(^2\) In addition, passage of the Equal Rights Amendment may remove discriminatory alimony laws

---

\(^1\) Edmiston, "Love Honor and Earn," p.29.

forcing even more women into the work force. It is, therefore, clear to us that more and more women will be competing with men for the top management jobs. They will be working for the same reasons as their male counterparts—to support themselves and their families. Our research demonstrated that the women's incomes were used jointly with their husbands' and provided a lifestyle and security that could not easily be lost.

Contemporary corporate management is not responsible for creating the home and career conflicts faced by today's dual-career couples and its responsibility to resolve the conflicts is a joint one with the dual-career managers themselves. However, as noted above, with the rapid change in the make-up of the management work force; the majority of a company's high-potential management may soon be in a dual-career situation. Therefore, the issues that have been raised in this thesis should perhaps be of more immediate concern to management than the individuals—to suddenly find at some time in the near future that a majority of
management talent could not be hired or developed effectively because of dual-career conflicts seems to us an untenable and threatening situation.

2. Women's Attitude

Women managers may find it necessary to adopt the same attitudes toward home and career as their male counterparts. Our research strongly indicated substantial guilt feelings on the part of the women. They felt they could not be perfect wives and mothers and still be successful managers. Ms. Henning and Ms. Jardin suggest in their book, The Managerial Woman, that men are able to integrate their home life and career into one common goal.\(^1\) They are able to trade-off the necessary time and energy to avoid as many conflicts as possible that may disrupt the career objective. Perhaps the married woman manager must stop viewing her home and career as separate and conflicting objectives. If

\(^1\)Ibid., pp. 210-212.
she is able to merge the two, she would find it easier
to establish the household sharing agreement with her
spouse so vital to the maintenance of a successful dual-
career marriage. We recognize that such a change will
not be easy and will require the cooperation and under-
standing of their husbands, relatives and, indeed, our
society in general.
SELECTED BIBLIOGRAPHY

BOOKS


JOURNALS AND MAGAZINES


UNPUBLISHED MATERIAL


APPENDIX A

INTERVIEW QUESTIONS

A. JOB RELATED QUESTIONS

1. What conflicts and/or issues are faced by you as a working woman in a dual-career family?

2. How have your marriage and home responsibilities affected your career progress?

3. How does your husband feel about your career?

4. Does the success of your career present an ego problem to your husband?

5. How high do you feel you can progress in your career without raising competitive anxieties in your husband? Would you consider slowing your career progress if this ever became a problem?

6. What problems would a geographic transfer pose for you and your family? How would you approach the situation?

7. How does your husband feel about your traveling? How do you feel about his traveling? How are family responsibilities handled when one or both of you travel?

8. Where do you see yourself in five years?

9. What are the most rewarding and disappointing aspects of your job?
10. What, if anything, do you feel the company should do to assist in the maintenance of your dual-career family?

B. FAMILY RELATED QUESTIONS

11. How does your working affect relationships within your family? [spouse, children, other relatives]

12. How are household responsibilities shared within your family? How did you arrive at this arrangement?

13. How is your salary used within the family?

14. How are major financial decisions made within the family?

15. Has your dual career status affected your decision to have children? If so, in what way?

16. What are your interests outside the home and work environment? Do you share them with your spouse?

17. To what extent, if any, was your decision to divorce or separate affected by your career?

C. THE MESHING OF JOB AND FAMILY RESPONSIBILITIES

18. With the exception of your work schedule, would you please describe your daily routine?

19. Do you have priority conflicts between your work and home responsibilities? If so, how do you manage them?

20. Do you and your husband discuss work situations at home?
21. To what extent, if any, do you socialize with other dual-career families? Do you discuss common problems?

22. What key ingredients do you feel are necessary to make the dual-career marriage work?

INTERVIEWS WITH HUSBANDS

1. What ingredients do you feel go into making a successful dual-career marriage? What recommendations would you make to a couple just starting a dual-career marriage?

2. How do you share household responsibilities? How did you arrive at that decision?

3. How do you feel about your wife's traveling and being away from home? How do you handle the logistics of the household duties when she is away?

4. If you or your spouse were offered a geographic transfer, what problems would that present to you? How would you handle them?

5. Has the dual-career marriage had any effect on your career progress? If so, in what way?
APPENDIX B

INTERVIEW PROFILE

1. Name ____________________________________________________________

2. Home Address ____________________________________________________
   & Telephone Number ________________________________________________

3. Business Address _________________________________________________
   & Telephone Number ________________________________________________

4. Current Job Title _________________________________________________
   & Level [1, 2, 3, 4 etc.] ___________________________________________

5. Marital Status [check one]
   ______ Single
   ______ Married
   ______ Widowed
   ______ Divorced

6. Number of Children _______________________________________________
   & Ages ____________________________________________________________

7. Husband's Name _________________________________________________
8. Husband's Occupation __________________________________________
& Work Location _______________________________________________

9. Family Income Category [check one]

<table>
<thead>
<tr>
<th>Income Category</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20,000</td>
<td>1</td>
</tr>
<tr>
<td>20,000 - 30,000</td>
<td>2</td>
</tr>
<tr>
<td>30,000 - 40,000</td>
<td>3</td>
</tr>
<tr>
<td>40,000 - 50,000</td>
<td>4</td>
</tr>
<tr>
<td>50,000 - 70,000</td>
<td>5</td>
</tr>
<tr>
<td>70,000 and above</td>
<td>6</td>
</tr>
</tbody>
</table>

10. Would you be willing to participate in a personal interview
during the month of January 1979?

_____ Yes     _____ No

11. Would your spouse be willing to participate in a personal
interview during the month of January 1979?

_____ Yes     _____ No

12. Please return this Profile Sheet in the self-addressed
envelope provided, as soon as possible.

IMPORTANT

All information contained in the Interview Profile and sub-
sequently obtained from personal interviews will be kept
strictly confidential. No names or other indications of per-
sonal identity will be presented in the Thesis document.