THE IMPACT OF DUAL CAREER COUPLES
ON PUBLIC EMPLOYERS: PROBLEMS
AND SOLUTIONS

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ABSTRACT

In 1978, 51 percent of all married couples were dual earner families. The eroding economy of the eighties points to an increasing number of dual earner families in the future. Very little is known about the problems encountered by working couples and the possible impact on employers. Seventy couples completed a questionnaire to help identify the problems of married working couples and possible methods of accommodation. Public personnel managers reviewed the results of the questionnaire to see if married working couples could be accommodated under the existing constraints of public service employment. They reported methods of accommodation which included flexible scheduling, child related leave, local training, hiring procedures that would allow employers to employ married couples, and promotional opportunities for part-time employees. Employers need to make employees aware of existing benefits and provide career information systems. Organizations must be willing to facilitate an actual change in practices in order to attract and retain competent individuals.
CHAPTER 1

INTRODUCTION

The industrial revolution of the 19th century created a number of paid jobs that women, and sometimes their children, filled. However, the census figures show that in the closing years of the 19th century, the overwhelming majority of wives did not work for pay. According to the 1920 census, both husband and wife were working in just 9 percent of all married couples.\(^1\)

The social dictum--the wife's place is in the home--was rigorously followed for many subsequent years. Until the late 1960's, not much attention was paid to families in which both husband and wife worked. At that time, the dramatic increase in wives' labor force participation rates began to capture public attention.

By 1968, the number and proportion of dual earner families about equalled those of traditional earner families. "Dual earner family" refers to a married couple where both husband and wife were earners at some time during the calendar year. A "traditional earner family" is one where the husband, but not the wife, was an earner. Out of a total of 43.8 million married couples that year, 19.7 million or 45 percent were dual earner families and
19.8 million or again 45 percent were traditional earner families. In the remaining married couple families, there were either no earners at all or the earners did not include the husband. Over the next ten years the number of dual earner families rose by about one-fourth so that in 1978, 51 percent of all married couples were dual earner families while just 33 percent were the traditional earner type.2

All indicators point to an increase in the number of dual earner couples in the future. As more people attempt to work out the problems of dual earner families, they will exert pressure on employing organizations to reconsider some of the policies that now restrain available options. Employers must begin preparing themselves to respond effectively to these changes in the work force if they are to maximize the use of human resources.

To maximize human resources, employers must move beyond the one way relationship in which the organization requires employees to adapt or leave. Under this approach employees change to fit the expectations of the organization by adapting its norms, values, attitudes, and behaviors.3 Employers and employees must be willing to be influenced and changed by each other, to accommodate.

The organization accommodates employees when it recognizes that individuals may have values and behaviors that are different from those of the organization and
then accepts and accommodates to them. Accommodation is defined here as being the organization's recognition of and adaptation to the norms, values, attitudes, and behaviors of employees so as to redefine its own norms, values, attitudes, and behaviors. The primary purposes of accommodation are to allow organizations to use human resources more effectively and to enhance employee productivity, satisfaction, and health.

The Research

In my review of the literature it seems that the literature has focused on the sociology and psychology of dual earner families. Where problems and solutions are examined they are usually aimed at assisting couples to make necessary adjustments. Very few articles have focused on the primary implications and accommodation problems for employers. In contrast to the prevailing literature, this paper will examine the difficulties encountered by employers as dual earner families enter the work force.

Dual earner families may be divided into two groups which have been labeled dual worker and dual career families. The dual worker family is where both spouses work not out of felt choice but mainly for economic purposes. The dual career family differs from the dual worker family. In the dual worker family, the wife is
seen as having a job which is dispensable and/or secondary while the husband has a job which requires everyone's support. It also differs from the two person career where both persons are devoted to the career success of the husband. The dual career family is one in which the careers of both the husband and wife are taken seriously; career commitment, motivation, and importance are attributed to both parties. This paper will focus on the dual career family.

The scope of this discussion will be limited to public service employment as there are fundamental differences between the public and private sector. The public and private sectors differ not only in their mission but also in the way they manage human resources. The basic difference in their mission is that the private sector is profit oriented whereas the public sector is service oriented. The differences in the structure of public/private personnel systems help illustrate the differences in human resource management.

Recruitment, selection, and career development differ between public and private personnel systems. Recruitment and selection in the public sector are based in large measure on competitive written exams. Careers in government are more clearly defined by occupational categories than in the private sector. Promotion is limited by rules and regulations with strong occupational
specialization. As a result, career progression in the public service is basically narrow within one specialization, whereas it is broader, less particularized to an occupation or organization in the private sector. Public sector careers tend to be long term, resulting in less turnover; therefore, public managers may need to be more concerned about the poor performer or the dissatisfied employee than private managers. Taxpayer demands for increased productivity and employee involvement intensify the public/private differences.

While the structure of the public sector may be more constraining than the private sector, human dignity in the public sector is greatly enhanced by legislation, published rules and regulations. Public personnel administration operates in a fishbowl so employee rights and privileges, as well as pay and benefit systems, are public knowledge. The scope of this discussion will be limited to public service employment.

This paper attempts to identify the problems of dual career couples and possible methods of accommodation under the existing constraints of public service employment. Chapter 2 contains a review of the literature which focuses on the primary implications and accommodation problems for employers.
Chapter 3 enumerates the methodology used to assess the attitudes of dual career couples and presents the data obtained from a questionnaire, and a discussion of the results. Chapter 4 attempts to assess the feasibility of the methods of accommodation. Chapter 5 concludes with a summary and recommendation for methods of accommodation.
CHAPTER 2

REVIEW OF THE LITERATURE

This paper attempts to identify the problems of dual career couples and possible methods of accommodation under the existing constraints of public service employment. Accommodation is defined here as the organization's recognition of and adaptation to the norms, values, and behavior of employees, so as to redefine its own norms, values, attitudes, and behaviors.10

First it will be necessary to identify the norms, values, attitudes, and behaviors of dual career couples. Then it will be necessary to see how these norms, values, attitudes and behaviors suggest how public service employers might redefine their organization's norms, values, and behaviors within the constraints of the present system.

A review of the literature shows that with the influx of potential career oriented women, new and complex family interrelationships are developing. The traditional sex roles conditioned from birth where the husband is the "breadwinner" and the wife the "homemaker" are not compatible with the dual career couple. The family structure is being altered causing role redefinitions. Dual career
couples having no norms, are developing their own lifestyles and in the process are encountering role conflict. Role conflict occurs when persons perceive incompatibility and conflict among what others expect of them. Role conflict and role redefinitions are occurring in four predominate areas with the dual career family. These four areas are: interpersonal, family organization, career opportunities, and working conditions.

**Role Conflict**

The major personal obstacle dual career couples encounter is the whole Calvanistic concept of career. The word "career" traditionally connotates a "rigorous," "ruthless" and "inflexible routine" to which interpersonal relationships are subordinated. Thus individuals who emphasize other aspects of their lives might be considered less professional by employers or colleagues.  

When one considers the typical occupational career, one probably thinks of a sequence such as the following: a person leaves school and advances rapidly through a number of related but successively better jobs until he reaches the highest level job for which his education, training, and experience qualify him. Additional education, training, experience and seniority may allow advancement later in his career, but his most rapid advancement will occur early. The male pronoun is used
intentionally. A general assumption is that men have careers. Women either are part of the two person career where they strive to advance their husband's career or, when women may work outside the home, they are occupied by and committed to their role within the home, as perhaps demonstrated by the discontinuity of their employment.\textsuperscript{12}

Career is defined here as a succession of related jobs in a hierarchy of prestige, status, and commitment for which one trains and which is undertaken as a permanent calling. An individual moves in a predictable ordered sequence over time.

In the literature there seem to be two types of explanations for the shape of careers. First, there are those who posit that individual characteristics and individuals' employment histories affect career advancement and second, there are those who suggest that the labor market structure results in more or less opportunities for advancement.

Sandell makes a strong case that the interrupted work experience of women leads to low wages, reduced labor force participation, and high unemployment.\textsuperscript{13} Labor force participation patterns of women have been seen as several years of post school employment, followed by intermittent participation to bear and rear children, and consequently a return to the labor force when children are school age.
Shapiro and Mott have shown that women's labor force participation is becoming more continuous.¹⁴

Fields, Rosenfeld, Foner, and Rytina all demonstrated that the majority of working women are employed in a small number of occupations and occupational sex segregation is prevalent.¹⁵ Rytina demonstrated that women are employed in fewer than thirty of the detailed census occupations in which 80 percent or more of the employees were women. Among occupations heavily dominated by women are nurses, secretaries, and elementary school teachers.¹⁶

While Fields pointed out that women were acting more like primary wage earners in that they were showing less sensitivity to such variables as supply and demand, they are still largely employed in the "pink collar ghetto."¹⁷

Rytina also demonstrated that occupational sex segregation has a negative impact on female earnings, thereby contributing to the persistence of a male-female earning differential. When women made up only a small proportion of the workers in an occupation their earnings were much lower than those of their male counterparts. Only in the heavily dominated and comparatively low paying female dominated occupations did the earnings of women even come close to those of men.¹⁸

Blau hypothesizes that within internal labor markets, women have different kinds of career ladders open to them,
and that when those career ladder positions are held by men, women will advance more slowly up them than will men.19

For whatever the rationale, women have been found to be overrepresented in the labor market positions that offer generally lower rewards and less chance for advancement. This sex typed job structure is a blockage for dual career couples. Men's jobs which allow individual development preclude an active family life; women's jobs, while they are compatible with an active family life, do not allow development of individuality.

Interpersonal

The first area of role conflict in the dual career family is in the interpersonal area. One of the major obstacles reported by couples is a lack of equity—a fair chance for both spouses to have their needs met. Couples have reported that inequity occurs in areas of household tasks, feelings of competence, power issues, and job competence. Young, Shawn, Rapoport and Rapoport all stress the concept of equity rather than equality as being the basis for a dual career life style that is flexible enough to accommodate variations across individuals as well as across time.20 The concept of equity emphasizes fairness of division rather than equality of division. Equitable allocations may not always be equal
allocations. Rapoport and Rapoport defined equity as "a fair allocation of both opportunity and constraints."^{21}

Another obstacle cited by dual career couples is the woman's feeling that she must have the psychological support of her husband. This element was mentioned in all the research reviewed as crucial to marital success of the dual career couple. Data have shown a high correlation between the husband's attitude toward working and the wife's career ambitions. Some career women reported frustration because their husbands resented their traveling on business or to professional meetings.

**Family Organization**

The second area of role conflict in the family is in the area of family organization. Mason investigated the shift from the traditional model of the family to the current more egalitarian arrangements. However, she was not able to isolate the extent and nature of the attitude change.^{22}

Hopkins and White looked closely at family overload. The sheer work load of caring for a family and pursuing a meaningful career would be physically and emotionally taxing.^{23} It has been theorized that dual career family roles are different from the traditional family roles in that the male becomes more involved in domestic activities of the home as the female becomes more career
oriented. The early studies of Blood and Hamblin and Blood and Wolfe indicated a redistribution of power in an egalitarian direction, a greater equalization in domestic responsibilities, and an alteration of the traditional sex roles.24

More recent studies by Bryson, Bryson, Licht and Licht indicate egalitarianism in division of domestic responsibilities and in importance of career advancement is an unrealistic expectation of most dual career families. Basically studies have shown that although attitudes may be egalitarian, behaviorally the actual division of home care responsibilities relegates the majority of these responsibilities to the female.25

While day care facilities have improved, the major caretakers of children continue to be the nuclear family and the public schools.26 Other forms of extrafamilial child care, be they public or private, only supplement the family and school. Older children who remain by themselves for a few hours after school, "the latch key kids," tend to cause high parental anxiety. Presser and Baldwin have determined that mothers are constrained in their quest for full-time employment because of the presence of children in the home, either by limiting the number of hours or precluding labor force entry altogether.27
Career Opportunities

The third area of role conflict in dual career families is in the area of career opportunities. Gregory and Moore examined several variables which affect the labor force participation and hours worked by women. Presence of children was the most influential followed by wages, husband's income, and education. All these variables were seen as having significant impact on career opportunities.²⁸

Difficulties involved in locating two professional jobs within one geographic locale were cited as limitations on career opportunities. Furthermore, some couples felt employers expressed prejudices toward their atypical life style. Of course once jobs are procured, the couple's geographical mobility is limited.

A number of researchers have established that the secondary status of the wife's career is generally a shared point of view by both spouses. Holmstrom's research has shown, not surprisingly, that the wife usually sacrifices by leaving her job for the husband's relocation. Similarly, wives are more likely than husbands to take job risks such as a nontenured job, part-time employment or job funds from temporary sources. The reason for this is not a change in attitudes but the pragmatic acceptance that the market catered more to the
husband's career and he was more likely to receive the earliest and most lucrative offer. 29

Working Conditions

The final area of role conflict for dual career families is in the area of working conditions. Difficulties for dual career families in the United States hinge on the fact that employees are seen as individuals, not family members. Role conflict is expected to be solved by the worker by giving highest priority to occupational duties and sometimes even by the use of family members. Rather than criticize the system as being too demanding, the tendency is for dual career families to be hyperconscientious. The process of role expansion, adding new responsibilities without relinquishing old ones, rather than a process of role redefinition is occurring. 30

Changes in the structure and conditions of the workplace offer a number of options. Occupations should be less rigid and promote flexible work schedules. Altered work schedules and flexibility include the idea that a person should be able to work less than full-time without incurring undue penalties. Fringe benefits and opportunities for promotion should be open to permanent part-time employees.
Social policies can also have a significant impact on the working conditions. The Federal income tax codes are a prime example. Even couples with a relatively low family income pay a marriage tax penalty if there is more than one wage earner. A $10,000-a-year couple had an extra tax liability of more than $200 in 1980. There is little evidence that the marriage tax has had a statistically significant impact on marriage, but it may affect salary and employment decisions.31

Other laws affecting family income and work decisions are based on the assumption that the husband would work and the wife become a full-time housewife. One problem with the Social Security system is that a wife's earnings result in higher total family benefits only if her entitlement exceeds 50 percent of her spouse's benefits. In most cases the two-earner couple pays far more into the system than a one-earner couple, but receives only a marginal increase in benefits.32

As seen in these four problem areas many social policies are based on family-related assumptions which existed in bygone days. American households have become highly pluralistic, and government programs will need to be attuned to the different needs and problems of various types of families. Public policies can ease the transition, but such policies should consider that
there is no longer one dominant family type. While dramatic reform may seem necessary, incremental reform of the already existing system may be the most realistic approach to help dual career families through this rough transition period.

Recently, employer accommodation has been the result of compliance with federal and state regulations. Legislation, as discussed below, has been enacted during the past two decades to protect the rights of women from sex discrimination in obtaining employment and in receiving equitable treatment once employed. This accommodation, however, is not always complete. Although organizations may hire more minorities and women, their expectations of the appropriate norms, values, attitudes, and behaviors may change only minimally.

**Employer Accommodation**

As seen earlier, an employer accommodates an employee when it recognizes that individuals may have values and behaviors that are different from those of the organization and accepts and adapts them. In examining the impact of dual career couples on public service employers, recommendations will be made for complete accommodation. Three categories will be examined where difficulties may be encountered by employers: hiring procedures, working conditions, and personal considerations.
Hiring Procedures

The hiring procedures of the organization can be divided roughly into two parts, the recruitment and the selection processes. Laws with the most impact in this area include Title VII of the 1964 Civil Rights Act and Executive Order 11246, as amended. While these laws are intended to assist women's entry into the job market, they can be problematic in hiring dual career couples.

In recruiting applicants public service employers are no longer allowed to seek employees through walk-ins or to advertise for a person of only one sex. Testing procedures have been changed so they are less discriminatory and wider publicity is used to attract a broader base of people.

Indeed it would be a questionable practice to hire a person plus a spouse. An example of how this might create problems: if an agency is recruiting for a chemical engineer and a woman applies and is offered the job, she may begin negotiating employment for her husband who is a computer programmer. While the agency might wish to hire the husband, because they want to keep the woman and they feel the husband is a valuable employee, the employer must be cautious about offering the man a position that has been created for him for which they have not publically recruited applicants. If they hire the husband without public advertisement they run the
risk of being sued for a discriminatory hiring practice. If they wait to advertise they may find a person more qualified. Not only have they suffered the delay but they may have lost the female chemical engineer. This certainly would create frustration and discourage the employer from hiring a dual career couple in the future.

Following recruitment the interview is an important procedure in the selection process. Data are abundant which indicate that women's skills and abilities are considered of lesser quality than their male counterparts; which may be the reason some women in dual career couples are not judged to be the best qualified person for the job.\textsuperscript{34} It is important that the organization interviewing both women and dual career couples be as free as possible from stereotypes or prejudices about women's abilities or appropriate roles of the dual career couple.

During the interview process, an employer may not ask for information regarding the applicant's sex or marital status. While information about personal issues may be shared voluntarily by the applicant during the interview, such information may not be used in making a determination regarding whether to hire a person for a position. If an applicant indicates during the interview that his or her spouse is applying or has obtained a job
with the agency, it may not be legal for the employer to base a judgment on such information. ³⁵

Finally, in the selection process it has been deemed illegal by the new regulations to have anti-nepotism policies. ³⁶ While this is definite support of the dual career couple, some organizations continue to be reluctant about employing both partners in the same agency.

While the preceding discussions enumerated many constraints in employing dual career couples, there are some solutions to these problems. Personnel departments may be able to maximize their ability to attract dual career couples by advertising the broadest range of job opportunities available at one time. Advertisements with such a wide diversity of occupations could improve the possibilities of attracting both partners at the same time. Organizations may also experiment with accepting applications for couples who are interested in job sharing and experiment with this option.

Personnel staff must be trained regarding the changing work force and the possible stereotypes and traditional biases during the recruitment and selection process. Personnel departments should also begin sharing information about successful ways of employing dual career couples.
Working Conditions

The second area of problems that have an impact on the employer is in the area of working conditions. Traveling away from home, containing work related activities to certain hours of the day/week, and relocation for career opportunities are the three major working conditions that affect dual career couples.

Potential solutions to the issue of travel and working hours include five possible options. The first is the critical examination of travel schedules with the determination of whether travel is necessary or might be decreased in frequency or length. This problem may be self-correcting as travel costs increase relative to the costs of other methods of conducting business.

A second possible option would be to examine the benefits of sharing information from business trips with other agencies in the geographical area. This would cut travel for both agencies and their employees. When travel is to be done, the employees should be consulted without assumptions regarding family obligations based on employee gender.

A third option mentioned earlier would be alternative job styles including shared jobs and flexitime. Some alternatives are more suitable in some career fields than others but should not be discounted without careful consideration.
A fourth option is that employers should be explicit regarding maximum as well as minimum hours expected from employees. It is time for professionals who are part of dual career couples to ask for some considerations which have been extended to unionized employees. This is not to suggest that professionals should unionize; it is only a suggestion to thwart unhealthy workaholic patterns.

Maynard and Zawacki propose the following solutions with regard to transfers as the fifth option:

1. Simulate field experience in local training.
2. Make temporary assignments of two or three months.
3. Shorten work weeks or arrange staggered schedules to allow commuting.
4. Provide more training moves and career tracks within a limited geographical area.37

Personal Considerations

The third category of difficulties encountered by dual career couples that have an impact on employers include child care needs and finding time to conduct personal errands. Issues which have historically been considered between two people now have considerable potential for negative impact on the work place.
Some possible solutions to the child care problems should include some innovative child care services. Innovative child care services may include on-site day care centers, sick child care, and child care as an option in employee benefit programs such as health and life insurance. Employers can develop child visitation days at work on school holidays.

Organizations could experiment with altered work schedules so employees could take care of errands or the employer could hire someone to be an "errand person" for employees. Time management workshops could be designed to deal with the best use of time on and off the job.

Summary

In summary, dual career couples are increasing in numbers and will be major challenges to employers in the coming decade. This paper proposes some possible solutions to issues presented by dual career couples in the work setting.
CHAPTER 3

THE QUESTIONNAIRE AND SUMMARY

In the eighties the majority of employees will be members of dual earner couples be they dual worker or dual career couples. If employers are to use costly human resources more effectively, they must attempt to accommodate their organization to the employment problems of dual earner couples. While the literature differentiates between dual career and dual worker families, for the purposes of our study I will be examining the problems of all dual earner couples. From here on they shall be referred to as married working couples. Before accommodation can occur we must fill the gap in the literature and identify the problems of married working couples and possible methods of accommodation.

Questionnaire

A survey instrument was developed to analyze the problems of married working couples and to identify which methods of accommodation employees prefer. The questionnaire included the four categories of difficulty encountered by married working couples in the review of the literature: interpersonal, family organization,
career opportunities, and working conditions. The questionnaire consisted of twenty-five statements that the respondent was asked to rate on a five-point Likert scale. Attitudes were rated: strongly disagree, disagree, uncertain, agree, and strongly agree.

The frame of the study was limited to Montana public service employers. Four personnel managers were contacted and asked to furnish the names and addresses of individuals in their organization who fit our definition of working married couples. The study was limited to married couples who are both currently employed.

The personnel managers provided the names of one hundred and twelve couples. A table of random numbers was used to select twelve couples to pretest the questionnaire so that collection difficulties and sources of error could be minimized. The couples were mailed two copies of the questionnaire and were asked to complete the questionnaire separately. All twelve respondents returned the questionnaire and indicated they understood all of the statements. No changes were made in the questionnaire.

The sampling unit is one individual who is a member of a married working couple and the sample size is one hundred couples. The sample was stratified from the stratified frame. Six individual characteristics were collected: sex, marital status, occupation (type and
length), working hours, education, and procreation characteristics.

The couples were mailed a cover letter explaining the purpose of the study, two copies of the pretested questionnaire, and a preaddressed postage-paid return envelope. See Appendix A. Thirty-six couples responded, however one did not follow the directions. Four sets of questionnaires were returned because of incorrect or insufficient mailing addresses.

Sixty-one nonrespondents were sent a handwritten follow-up postcard. Twenty-nine responded to the first follow-up, bringing the total respondents to sixty-four couples.

The remaining twenty-six nonrespondents were sent a handwritten letter along with a second copy of the questionnaire and another preaddressed postage-paid envelope. Six couples responded to the second follow-up, bringing the total number of respondents to seventy couples. See Appendix B.

The Sample

The sample was divided equally between men and women, as seventy married working couples were respondents. The sample was dominated by public sector employees as one hundred and twenty-five were employed in the public sector and only fifteen were employed in the private
sector. This is to be expected as the names were obtained from public personnel managers.

The majority, one hundred and twenty-six of the respondents, were employed full-time and fourteen were employed part-time. While the number of years in the current occupation ranged from one to twenty-nine, 75 percent of the respondents were employed in their present occupation between five and twelve years.

Out of a total of seventy couples, fifty-three couples had children and seventeen were childless. Of fifty-three couples with children, forty had children who were school age or older and thirteen couples had pre-school age children. None of the couples had more than four children and only one couple had four. Couples in our sample were more likely to have children than the national average but were not as likely to have larger families than the national average. 38

Results

Four areas of difficulty encountered by married working couples were explored: family organization, interpersonal, career opportunities, and working conditions. Preferred methods of accommodation were explored for each of the four problem areas.
Child Care

Most written comments addressed the area of family organization, more specifically child care. Child care was clearly the number one concern of our sample. Thirty-one individuals noted that adequate child care was a daily concern. However, the majority of respondents did not feel that child care had constrained full-time employment. See Table 1.

While child care may not have constrained full-time employment, three individuals commented that inadequate provisions for child care had led to their decision to remain childless. It should be noted that our sample of married working couples did not include any couples with more than four children. The one mother who had four children was employed part-time. It may not be safe to conclude that inadequate child care has restrained people from having children, but it seems safe to conclude that larger numbers of children may constrain full-time employment.

The child care problem clearly impacts the employer with lost productivity and creativity. Twenty-two percent of the sample noted that child care is a primary daily concern. Four possible methods of accommodation to alleviate the child care problem were explored in our survey. These were child care fringe benefits, sick leave, and maternity/paternity leave.
Table 1. Perspectives of Dual Career Couples on Child Related Leave

<table>
<thead>
<tr>
<th>Question</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>3. Child care has constrained full-time employment for one or both of us.</td>
<td>22%</td>
</tr>
<tr>
<td>4. Fringe benefits should include child care services much like life and health insurance.</td>
<td>20%</td>
</tr>
<tr>
<td>5. Sick leave for one or both parents should be allowed when children are sick.</td>
<td>4%</td>
</tr>
<tr>
<td>14. Maternity leave should be available with full re-employment rights.</td>
<td>1%</td>
</tr>
<tr>
<td>19. Paternity leave should be available with full re-employment rights.</td>
<td>11%</td>
</tr>
</tbody>
</table>
The majority of the sample preferred the sick child leave as a possible method of accommodation. This seems reasonable as the literature stated that the public schools were the primary child care provider and eighty percent of our sample utilized the school as a child care provider. Sick child leave would allow the parents to supplement the school's child care.

Maternity and paternity leave were also seen as a favorable method of accommodation. The legal mandated maternity leave was favored to the less traditional paternity leave. Respondents felt that paternity leave could also be of a shorter duration.

Employer compensation for child care services was rejected more emphatically than the percentages suggest. Eighteen people felt compelled to state why they disagreed with this alternative. A consensus felt that quality child care may be impaired by employer restrictions on child care providers. Some objected on privacy grounds and some objected to employers expanding control over employees' children. Some respondents simply wrote "communistic." No comments were made by respondents who favored employer compensation so interpretation is impossible.
Interpersonal

Another area of concern is the whole plethora of problems that were categorized as interpersonal. See Table 2. Eighty percent of the respondents agreed with question one: the sheer workload of caring for a family and pursuing a career is physically taxing; while fifty-seven percent disagreed with question two: both of us working has caused marital strain. Seventy-four percent felt that their spouse's support was critical to their career ambitions, statement eight. Females felt that their spouse's support was more important than males.

Career Opportunities

In the area of career opportunities most respondents were willing to relocate for their spouse's career advancement, and seventy-nine percent felt that careers were important to both people. The respondents were fairly evenly divided on whether geographical job mobility had limited their dual careers. See Table 3.

Even though the majority of the respondents felt that careers were important to both of them, the majority answered traditionally that the wife's job was secondary to the husband's. Question 17 affirmed that career aspirations were as important as economic considerations for employment. This suggests that the sample includes some dual career couples.
Table 2. Interpersonal Opportunities for Dual Career Couples

<table>
<thead>
<tr>
<th>Question</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>1. The sheer workload of caring for a family and pursuing a career is physically taxing.</td>
<td>1%</td>
</tr>
<tr>
<td>2. Both of us working has caused marital strain.</td>
<td>22%</td>
</tr>
<tr>
<td>8. My spouse’s support of my career is critical to my career ambitions.</td>
<td>(Combined = 140)</td>
</tr>
<tr>
<td></td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>(Female = 70)</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(Male = 70)</td>
</tr>
<tr>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Question</td>
<td>Percent of Responses</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td><strong>6. Geographical mobility for one or both of us has limited our dual careers.</strong></td>
<td>Strongly Disagree 14% Disagree 32% Uncertain 13% Agree 28% Strongly Agree 12% No Answer 1%</td>
</tr>
<tr>
<td><strong>7. I am willing to relocate for my spouse's career advancement.</strong></td>
<td>8% 16% 27% 25% 24%</td>
</tr>
<tr>
<td><strong>16. In our family, the wife's job is secondary to the husband's.</strong></td>
<td>17% 19% 4% 39% 19% 2%</td>
</tr>
<tr>
<td><strong>17. My spouse works primarily to complement family income rather than to pursue career aspirations.</strong></td>
<td>28% 33% 2% 24% 12% 1%</td>
</tr>
<tr>
<td><strong>18. The careers of both of us are important.</strong></td>
<td>2% 10% 8% 45% 34% 1%</td>
</tr>
<tr>
<td><strong>20. In our family, the husband's job is secondary to the wife's.</strong></td>
<td>50% 42% 3% 2% 2% 1%</td>
</tr>
</tbody>
</table>
Working Conditions

A third area of concern is the area which has the greatest impact on the employer, working conditions. Work schedules are a critical area of accommodation. Most respondents felt that the single most important contribution an employer could make to accommodate employees is flexible work schedules. While employees would like flexible work schedules they feel that the employer should specify maximum and minimum daily work hours. Work related activities should be contained to certain hours of the day and week. See Table 4.

Travel was another concern in the area of working conditions. Most respondents felt that job related travel away from home was not a problem. However, the majority felt that travel for job training should be optional. When training was a prerequisite for a promotion, it should be held locally. Many respondents felt this was the ideal and training should be held locally when feasible. One air traffic controller noted that costs would make this prohibitive in some professions.

Another method of accommodation that employees saw as an improvement in working conditions is fringe benefits for permanent part-time employees. This is particularly interesting when only fourteen members of the sample were part-time employees. Perhaps more people would elect to work part-time if fringe benefits were available.
Table 4. Preferred Methods of Accommodation for Dual Career Couples

<table>
<thead>
<tr>
<th>Question</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>9. Employers should be willing to hire married couples in the same organization.</td>
<td>7%</td>
</tr>
<tr>
<td>11. Employers should promote flexible work schedules.</td>
<td>1%</td>
</tr>
<tr>
<td>12. Employers should be specific regarding maximum as well as minimum work hours.</td>
<td>1%</td>
</tr>
<tr>
<td>13. Employers should limit work related activities to certain hours of the day/week.</td>
<td>7%</td>
</tr>
<tr>
<td>15. Job related travel away from home is a problem.</td>
<td>10%</td>
</tr>
<tr>
<td>21. Fringe benefits should be available to permanent part-time employees.</td>
<td>3%</td>
</tr>
</tbody>
</table>
Table 4. Preferred Methods of Accommodation for Dual Career Couples (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>No Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>22. Travel for job training should be optional.</td>
<td>12%</td>
<td>19%</td>
<td>22%</td>
<td>36%</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>23. Employers should provide career tracks within a limited geographical area.</td>
<td>7%</td>
<td>19%</td>
<td>20%</td>
<td>44%</td>
<td>9%</td>
<td>1%</td>
</tr>
<tr>
<td>24. Employers should hire someone to run personal errands for employees.</td>
<td>52%</td>
<td>36%</td>
<td>6%</td>
<td>1%</td>
<td>3%</td>
<td>-</td>
</tr>
<tr>
<td>25. Where training is a prerequisite for promotion, it should be held locally.</td>
<td>8%</td>
<td>24%</td>
<td>17%</td>
<td>34%</td>
<td>17%</td>
<td>-</td>
</tr>
</tbody>
</table>
Most couples favored accommodation where employers hired married couples and provided career tracks within limited geographical areas. Two respondents commented that career opportunities were limited in rural locations but so were trained employees. An employer could improve their pool of workers if they hired married couples. Three individuals commented that they had turned down promotional opportunities to remain in the region. One thought that job enrichment might be an alternative to career tracks.

Respondents overwhelmingly rejected the literature's favored idea that the employer hire someone to run personal errands for employees. Most felt that an errand person would infringe on their right to privacy. One respondent commented that flexible scheduling would allow employees to handle their own personal affairs.

Summary

In summary, four problem areas were identified in our questionnaire. These were child care, interpersonal, career opportunities, and working conditions. A summary of all questionnaire responses is contained in Appendix C. Preferred methods of accommodation included flexible scheduling, child related leave, local training, hiring procedures that would allow employers to employ married
couples, and promotional opportunities for part-time employees. In the next chapter we shall investigate the feasibility of the proposed methods of accommodation.
CHAPTER 4

FEASIBILITY OF METHODS OF ACCOMMODATION

After identifying married working couples' salient problems and preferred methods of accommodation, it is important to identify the feasible methods of accommodation. Three public personnel managers were interviewed and asked to respond to four oral open-ended questions regarding possible methods of accommodation in the area of flexible scheduling, child related leave, training, and hiring and promotional policies. The text of the four questions is as follows:

1. Does your agency utilize alternative work schedules? If so, what type of alternative work schedule is utilized? What are the advantages and disadvantages? If you do not use alternative work schedules what kind have you tried in the past? Do you think alternative work schedules are feasible in your organization?

2. Does your agency have maternity leave? Paternity leave? Leave when children are sick? Does your agency offer child care services as a fringe benefit? If you do not have these benefits in your organization do you think they are feasible?
3. Does your agency provide employee training? Is training held locally? If not, can training be held locally? Does your agency require certain training as a prerequisite for promotions? Is training optional? Who is responsible for the costs of training?

4. Does your agency hire married couples? In what capacity are married couples employed? Does your agency provide career tracks in limited geographical areas? Do permanent part-time employees receive fringe benefits? If not, are any of these methods of accommodation feasible in your organization?

All three personnel managers felt that flexible scheduling was a viable management technique and reported they were employing alternative work schedules. Two of the personnel managers reported they were using a flexitime program where employees choose daily the time of work and nonwork activities. The day is divided into two bands: core time, when employees must work, and flexitime, which allows employees freedom to choose. Core time for both agencies is four hours a day Monday through Friday. Employees are still required to put in a five day forty hour week. Advantages included increased productivity and lower absenteeism. Disadvantages included increased
Table 5. Responses of Personnel Managers to Oral Open-Ended Questions

<table>
<thead>
<tr>
<th>Managers</th>
<th>#1</th>
<th>#2</th>
<th>#3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Work Schedules</td>
<td>Flexitime</td>
<td>Flexitime</td>
<td>Flexitime</td>
</tr>
<tr>
<td>Leave for Children</td>
<td>Maternity</td>
<td>Maternity</td>
<td>Maternity</td>
</tr>
<tr>
<td></td>
<td>Paternity</td>
<td>Paternity</td>
<td>Paternity</td>
</tr>
<tr>
<td></td>
<td>Sick Child</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>Local</td>
<td>Local</td>
<td>Local</td>
</tr>
<tr>
<td>Hire Married Couples</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes--Share</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Job as Group</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Home Parents</td>
</tr>
<tr>
<td>Career Tracks in Limited</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Geographical Areas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent Part-Time Fringe</td>
<td>Yes</td>
<td>Yes, but No</td>
<td>No Permanent</td>
</tr>
<tr>
<td>Benefits</td>
<td></td>
<td>Altered Work</td>
<td>Part-Time</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Schedule</td>
<td>Employees</td>
</tr>
</tbody>
</table>

planning and record keeping as well as efforts to improve and develop communication. One personnel manager stated that while he was very reluctant to try the alternative work schedule he had nothing but praise for it now. Both employees and supervisors favored the new work schedule over the traditional eight to five.

The third personnel manager reported that his agency was utilizing a compressed work week. The compressed time system required employees to work Tuesday, Wednesday,
and Thursday of each week. Monday and Friday were optional work days. All employees must work forty hours a week and each work group is responsible for coverage on Monday and Friday. Advantages cited were increased productivity and decreased absenteeism. Employees favored longer weekends and some had reported personal savings on commuting costs. Disadvantages include increased planning, record keeping, and more complex communication. At first long twelve hour work days caused some employees to be more concerned with hours on the job rather than productivity. Eventually employees gravitated toward a four or five day work week with occasional variations.

All three managers favored alternative work schedules, however they felt that an organization would have to choose one particular system so that record keeping would not become too complex.

The second method of accommodation investigated was child related leave. All three managers reported that maternity and paternity leave were a current benefit. Maternity and paternity leave included any sick or vacation time accrued. Accrued sick leave must be taken first, then vacation time. Use of vacation time is optional. If maternity leave is necessary beyond accrued leave, disability rules come into play. None of the managers had ever had anyone use disability leave for maternity leave. Paternity leave is used very little even though it is
available. One manager reported that his agency paid the employee for one-half of any sick leave not used at the end of the year. This might have contributed to the reluctance of employees to use sick leave.

Two of the managers reported that leave for sick child care was a permitted use of accrued sick leave. One of the agencies had a limit of five consecutive days off for sick children. The third personnel manager reported that sick children were not a permitted use of sick leave. The first day of sick leave used must be documented by a medical doctor or leave without pay had to be taken. As employees were functioning under a flexitime system the employee would only have to miss four work hours.

Personnel managers much like married working couples rejected the idea of child care services as a fringe benefit. None of the organizations provided that option. The rationale was not privacy or philosophy but the hidden costs of nonmonetary benefits. Managers felt that over time employees did not perceive the increased costs of nonmonetary benefits. Additionally, they felt that single or childless couples would have to share an unfair burden of the cost of such benefits.

All of the managers reported that their agencies included a staff development program. Except for a few highly specialized technical fields it is more cost efficient to hold training on a local interagency level. In
this era of tight budgetary constraints personnel managers felt they received more complaints about restrictions on out of region travel to conferences. As all of the agencies had open hiring policies training is not a prerequisite for promotions, but training may be a requirement to retain current employment. Costs of all training are the responsibility of the agency.

The fourth area of possible accommodation is the area of hiring and promotional policies. All three agencies reported that they did hire married couples. Each individual had to apply for positions that were available and their marital status was not considered in hiring decisions. A spouse was not permitted to directly supervise their husband or wife or any member of the extended family. One of the agencies did hire married couples to share a job as house parents, but in this case their marital status is a requirement of employment.

Two of the three personnel managers felt it was impossible to have career tracks in limited geographical areas due to the rural nature of the state. Some large institutions may be able to provide career tracks but these two favored job rotation and job enrichments as better management techniques.

The third manager felt it was not the agency's responsibility to provide career tracks as they functioned under a pay for position system. It was up to the
individual to move if they wanted to advance.

Two of the three reported that permanent part-time employees were offered fringe benefits and promotional opportunities. One had a restriction that the employee must work twenty hours per week and they were not offered altered work schedules. One agency only hired part-time employees on a temporary basis when demand required. Part-time employees were not entitled to any benefits and job sharing was not available within this organization. Temporary employees were used to reduce the costs of labor so that fringe benefits were probably not feasible.

In summary, personnel managers felt that alternative work schedules were a viable method of accommodation and all three organizations were currently utilizing alternative work schedules. All three organizations provided maternity and paternity leave and the majority provided sick leave for employees sick children. Due to budgetary constraints training was held locally when possible. Training was mandatory in most cases to maintain current employment, however training was not a prerequisite for promotion in any of the agencies. All of the agencies hired married couples but only one agency recruited married couples and this was in a very limited capacity. None of the agencies provided career tracks in a limited geographical area. Two provided permanent part-time employees with fringe benefits. Therefore, career tracks
in a limited geographical area and child care fringe benefits were the only methods of accommodation that the majority of personnel managers felt were unsuitable.
CHAPTER 5

SUMMARY AND RECOMMENDATIONS

In the eighties married working couples will be the majority of employees in the work force. To help managers better utilize the human resources of the future, I have tried to identify the problems of married working couples and some feasible methods of accommodation. Accommodation is defined here as being the organization's recognition of and adaptation to the norms, values, attitudes, and behaviors of employees so as to redefine its own norms, values, attitudes, and behaviors.

In Chapter 2, the review of the literature, I found employers encountered difficulties in hiring procedures, working conditions and personal considerations of married working couples. In Chapter 3 married working couples identified their salient problems and preferred methods of accommodation. Four problem areas were identified in our questionnaire: child care, interpersonal and career opportunities, as well as working conditions. Preferred methods of accommodation included flexible scheduling, child related leave, local training, employment of married couples, and promotional opportunities for part-time employees.
In Chapter 4 public personnel employers identified the methods of accommodation which they found suitable for their organizations. Public personnel managers felt that they could accommodate their organizations to altered work schedules; sick leave for maternity, paternity, and sick child leave; local training; and hiring and promotional policies that would permit employment of married couples and provide permanent part-time employees with fringe and promotional benefits.

**Recommendations**

1. One major change the organization can provide is work scheduling. The organization can provide more varied schedules and allow the individual a choice.

2. Public employers need to develop benefits communication programs to enhance awareness of benefits, to enhance awareness of costs of benefits, and to encourage full use of benefits so that married working couples can become more productive employees.

3. Public employers need to provide career information systems so married working couples can explore career opportunities and have realistic feedback about the value of their skills to the organization.
If public service employers are to manage vital human resources effectively, they must be willing to accommodate their organization's considerations to the values, norms, attitudes, and behaviors of potential or current employees. This implies an actual change in practices in order to attract and retain competent individuals.
FOOTNOTES


2. Ibid., pp. 46-47.


4. Ibid., p. 205.


9. Ibid., p. 51.

10. Ibid., p. 205.


12. Ibid., p. 20.


32. Ibid., p. 30.


34. Ibid., p. 235.

35. Ibid., p. 233.

36. Ibid., p. 236.

BIBLIOGRAPHY


APPENDICES
APPENDIX A

COVER LETTER AND QUESTIONNAIRE

January 5, 1983

Dear

As the economy weakens, more families are finding that both spouses must work. Very little is known about the problems encountered by working couples and the possible impact on employers. You are one of a small number of people who are being asked to give their opinion on this matter, to help identify problems and possible solutions. Your cooperation is appreciated.

In order that the results will truly represent the thinking of working couples, it is important that each questionnaire be completed separately and returned as soon as possible. You may be assured of complete confidentiality. The return envelope has an identification number for mailing purposes only. Your name will never be placed on the questionnaire. The results will be mailed to you if you print "results requested" on the return envelope.

I will be happy to answer any questions you might have about the questionnaire. My telephone number is 587-5455 or 586-4124. Thank you for your input. I am anxiously awaiting your reply.

Sincerely,

Margaret Hustava Williams
Project Director
QUESTIONNAIRE

Sex
Male Female
Marital status
Single Married
Number of children
0 1 2 3 4 5 6 7 8 9 10
Ages of children
Occupation (job title)
Public sector Private sector
Number of years in present occupation
Working hours
Full-time Part-time Not working
Spouses working hours
Full-time Part-time Not working
Years of education completed
Highest degree or certificate completed

Please circle the number which best reflects your attitude towards each statement.

1 - Strongly Disagree
2 - Disagree
3 - Uncertain
4 - Agree
5 - Strongly Agree

1. The sheer workload of caring for a family and pursuing a career is physically taxing.
   1 2 3 4 5

2. Both of us working has caused marital strain.
   1 2 3 4 5

3. Child care has constrained full-time employment for one or both of us.
   1 2 3 4 5

4. Fringe benefits should include child care services much like life and health insurance.
   1 2 3 4 5

5. Sick leave for one or both parents should be allowed when children are sick.
   1 2 3 4 5
Questionnaire
Page 2

1 - Strongly Disagree
2 - Disagree
3 - Uncertain
4 - Agree
5 - Strongly Agree

6. Geographical job mobility for one or both of us has been limited by our
dual careers.
   1 2 3 4 5

7. I am willing to relocate for my spouse's career advancement.
   1 2 3 4 5

8. My spouse's support of my career is critical to my career ambitions.
   1 2 3 4 5

9. Employers should be willing to hire married couples in the same organization.
   1 2 3 4 5

10. Job related family difficulties should be solved by the worker giving highest
    priority to occupational duties.
   1 2 3 4 5

11. Employers should promote more flexible work schedules.
    1 2 3 4 5

12. Employers should be specific regarding maximum as well as minimum work hours.
    1 2 3 4 5

13. Employers should limit work related activities to certain hours of the day/
    week.
    1 2 3 4 5

14. Maternity leave should be available with full re-employment rights.
    1 2 3 4 5

15. Job related travel away from home is a problem.
    1 2 3 4 5

16. In our family, the wife's job is secondary to the husband's.
    1 2 3 4 5

17. My spouse works primarily to complement family income rather than to pursue
    career aspirations.
    1 2 3 4 5
Questnaire
Page 3

1 - Strongly Disagree
2 - Disagree
3 - Uncertain
4 - Agree
5 - Strongly Agree

18. The careers of both of us are important.
   1 2 3 4 5

19. Paternity leave (father) should be available with full re-employment rights.
   1 2 3 4 5

20. In our family, the husband's job is secondary to the wife's.
    1 2 3 4 5

21. Fringe benefits should be open to permanent part-time employees.
    1 2 3 4 5

22. Travel for job training should be optional.
    1 2 3 4 5

23. Employers should provide career tracks within a limited geographical area.
    1 2 3 4 5

24. Employers should hire someone to run personal errands for employees.
    1 2 3 4 5

25. Where training is a pre-requisite for promotion, it should be held locally.
    1 2 3 4 5

Do you have any ideas about what your employer could do to help solve job-related problems?
Follow-up Postcard

1-21-83

Two weeks ago a questionnaire seeking your opinion about the problems of married working couples was mailed to you. As of today we have not received your reply. It is extremely important that your opinion be included in the study.

If by some chance you did not receive the questionnaire, or it got misplaced, please call me right now collect at 586-4124 and I will get another one in the mail today. Thanks!

Sincerely,

Margaret Hustava Williams
Project Director

Follow-up Letter

2-11-83

Dear ____________,

I am writing to you about our study on the problems of married working couples. We have not received your completed questionnaire.

In case our other correspondence did not reach you, a replacement questionnaire is enclosed. May I urge you to complete and return it as quickly as possible.

Your contribution to the success of this study will be appreciated greatly.

Sincerely,

Margaret Hustava Williams
Project Director
## APPENDIX C
### QUESTIONNAIRE RESPONSES

<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>1. The sheer workload of caring for a family and pursuing a career is physically taxing.</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>1%</td>
<td>16%</td>
</tr>
<tr>
<td>2. Both of us working has caused marital strain.</td>
<td>31</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>22%</td>
<td>35%</td>
</tr>
<tr>
<td>3. Child care has constrained full-time employment for one or both of us.</td>
<td>31</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>24%</td>
<td>30%</td>
</tr>
<tr>
<td>4. Fringe benefits should include child care services much like life and health insurance.</td>
<td>28</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>5. Sick leave for one or both parents should be allowed when children are sick.</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td>6. Geographical job mobility for one or both of us has been limited by our dual careers.</td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>14%</td>
<td>32%</td>
</tr>
<tr>
<td>Question</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>----------</td>
</tr>
<tr>
<td>7. I am willing to relocate for my spouses career advancement.</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>8%</td>
<td>16%</td>
</tr>
<tr>
<td>8. My spouses support of my career is critical to my career ambitions.</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>(Males)</td>
<td>4%</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>9%</td>
<td>21%</td>
</tr>
<tr>
<td>(Females)</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>2%</td>
</tr>
<tr>
<td>9. Employers should be willing to hire married couples in the same organization.</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>10. Job related family difficulties should be solved by the worker giving highest priority to occupational duties.</td>
<td>35</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>25%</td>
<td>31%</td>
</tr>
<tr>
<td>11. Employers should promote more flexible work schedules.</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>1%</td>
<td>12%</td>
</tr>
<tr>
<td>Question</td>
<td>Number of Responses</td>
<td>Percent of Responses</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>12. Employers should be specific regarding maximum as well as minimum work hours.</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>13. Employers should limit work related activities to certain hours of the day/week.</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>14. Maternity leave should be available with full re-employment rights.</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>15. Job related travel away from home is a problem.</td>
<td>14</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>10%</td>
<td>39%</td>
</tr>
<tr>
<td>16. In our family, the wife's job is secondary to the husband's.</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>17. My spouse works primarily to complement family income rather than to pursue career aspirations.</td>
<td>39</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>28%</td>
<td>33%</td>
</tr>
<tr>
<td>18. The careers of both of us are important.</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>2%</td>
<td>10%</td>
</tr>
</tbody>
</table>
**APPENDIX C: QUESTIONNAIRE RESPONSES (continued)**

<table>
<thead>
<tr>
<th>Question</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
</tr>
<tr>
<td>19. Paternity leave (father) should be available with full re-employment rights.</td>
<td>15</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>11%</td>
<td>19%</td>
</tr>
<tr>
<td>20. In our family, the husband's job is secondary to the wife's.</td>
<td>70</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>50%</td>
<td>42%</td>
</tr>
<tr>
<td>21. Fringe benefits should be open to permanent part-time employees.</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>22. Travel for job training should be optional.</td>
<td>17</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>12%</td>
<td>19%</td>
</tr>
<tr>
<td>23. Employers should provide career tracks within a limited geographical area.</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>19%</td>
</tr>
<tr>
<td>24. Employers should hire someone to run personal errands for employees.</td>
<td>73</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>52%</td>
<td>36%</td>
</tr>
<tr>
<td>25. Where training is a prerequisite for promotion, it should be held locally.</td>
<td>11</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>8%</td>
<td>24%</td>
</tr>
</tbody>
</table>