

CAREER DECISION-MAKING IN DUAL-CAREER COUPLES:
INTERVIEWS WITH SELECTED OKLAHOMA WOMEN

By

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TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION	1
Review of Relevant Literature	3
Dual-Careerism.	3
Decision-Making	8
Theoretic Rationale and Research Questions.	10
Expected Contributions.	10
II. METHODS AND PROCEDURES	14
Definitions	14
Sample.	16
Interviewing Procedures	20
Analysis.	21
III. RESULTS.	24
Considerations.	24
Decision-Making	30
Pattern	36
Predominant Choices	36
Satisfaction.	38
Conclusion.	46
IV. ADDITIONAL RESULTS	48
Problems for Family Members	48
Characteristics of Marriage.	53
Conclusion.	58
V. DISCUSSION AND CONCLUSIONS	59
Considerations.	59
Decision-Making	60
Predominant Choices	61
Satisfaction.	61
Problems for Family Members	62
Characteristics of Marriage	62
Implication for Business.	64
Suggestions for Future Research	65

	Page
A SELECTED BIBLIOGRAPHY	68
APPENDIXES.	70
APPENDIX A - CORRESPONDENCE.	71
APPENDIX B - DATA SHEET AND CONTRACT	74
APPENDIX C - INTERVIEW SCHEDULE.	77
APPENDIX D - SAMPLE INTERVIEW TRANSCRIPTS.	80

CHAPTER I

INTRODUCTION

Although our society is changing and offers an increasing number of opportunities for women, many people still assume that in a middle-class family a serious profession will be held by only one spouse.¹ The male typically has been seen as the provider with the demanding occupational role. The female is either a homemaker, or has an occupation that is of little importance in comparison to her husband's career.² However, despite what we may believe, the two-paycheck, or dual-career family is rapidly becoming a norm in our society.³

According to Francine and Douglas Hall, the Bureau of Labor Statistics reports that 30.4 million U.S. families, or 53 percent of the total, have at least two members earning wages.⁴ In March 1978, "27.5 million (58%) of all husband-wife families had more than one earner."⁵ At one time we may have viewed dual-career families as creative variants breaking away from typical patterns of male-breadwinner female-housewife stereotypes,⁶ but the increased participation of women in the work force, a more accepting public attitude, and equal opportunity legislation have made dual-careers an accepted life style in the 1970's.⁷

Since dual-careerism is a relatively new life style in our culture, the members of dual-career families must learn to overcome

severe obstacles and cope with problems which do not confront traditional families.⁸ These include: management of the household, commitment to child care, time management, leisure and recreational needs, meeting social and community obligations, role conflicts, managing stress, negative societal attitudes, and changes in the power structure within the family.⁹ But one of the most serious dilemmas facing dual-career couples is occupational pressure for mobility or immobility.¹⁰ In many cases, career advancement occurs more rapidly and frequently if one can move about or remain in a location without having to consider interests of other family members. A person has more access to job opportunities if he or she is not restricted to one locale. In short, mobility is an expected part of professional life and business today.¹¹ In addition, Holmstrom has noted that:

The opposite of mobility is also important. At times a person needs to be able to remain in one place to finish school, to fulfill a job commitment that he has made, or to pursue professional advancement at a given place. He or she cannot afford to be taken away to some other place just because some other family member has to move.¹²

The dual-career family may, therefore, face a complex situation. Career opportunities may encourage spouses to follow different paths. It can be to the advantage of each spouse to decide where to live without taking into account the other's interests; yet the couple may wish to remain together as a family. As a result couples may experience conflict when crucial decisions such as career changes must be made. And the manner in which the partners approach the decision may strongly affect their success in finding an agreeable and satisfactory solution. The present research is concerned with decision making in dual-career couples and, specifically, with decisions

concerning geographic mobility. In the published research there does not appear to have been much attention given to this issue. According to Rapoport and Rapoport, dual-career family research has focused on changes in the family, as those changes affect the women, the men, the children, the couple's relationship, and the family's linkage with society.¹³ Other studies have compared and contrasted dual-career families with other kinds of dual-working families.¹⁴ But, since the outcomes of geographic-mobility decisions seem to have a pronounced effect on couples' lives, it would appear that further research is needed. (This study, while exploratory in nature, is designed to improve our understanding of decision-making in dual-career couples.)

✓ Review of Relevant Literature

The literature which is relevant to decision-making in dual-career families essentially clusters into two areas. These two areas are dual-careerism and marital decision-making. Each of these areas will be discussed below.

✓ Dual-Careerism

✓ Rapoport and Rapoport assert that the topic of changing sex roles dominated the field of research prior to the 1970's; many of the studies approached issues from the perspectives of various disciplines and maintained historical, economic, psychological, literary, or political points of view.¹⁵ Consequently, very little research seems to have focused on mobility, communication, and decision-making in dual-career families.

Lynda Lytle Holstrom, who did intensive interviewing, focused on mobility as one facet of dual-careerism in her study. She has listed current employer expectations as follows: move when the profession tells you to move; stay when the job commits you to stay; and, an employee is expected to show single-minded devotion to his or her career. She asserts that, unless one can compromise, these expectations are nearly impossible for a dual-career couple to meet.¹⁶ Most of the couples Holmstrom interviewed stated that the issue of moving had arisen since their marriage, and, for some the issue had arisen several times, requiring them to make a series of decisions about where to live. Holmstrom reported that the couples either negotiated simultaneously for a set of positions, or that the wife followed the husband, or that they took into account the occupational needs of both partners when they moved, or that they negotiated a set of two positions with the same employers, or that the husband remained somewhere for an additional length of time while the wife finished up research projects or coursework. She wrote that:

In about half the cases, the relative weight given to the husband's vs. the wife's career changed as they made a series of decisions about where to live; at some point there was something particularly compelling about one spouse's career needs, and later the situation was reversed. In few couples the husband's career needs clearly dominated their decisions about where to live, although some consideration was also given to the wife. In a few cases, the husband's career not only dominated where they lived but made the couple immobile; the man's work was firmly rooted in one area and he was unwilling to move, even though opportunities existed elsewhere for the wife.¹⁷

Holmstrom also found that generally women are more disadvantaged than men in career mobility. She reported that if one spouse takes a risk when deciding where to move, it is almost always the wife who

does so. She concluded that "the most common form of risk taking occurs when a couple moves before the wife has job-hunted or before she has definitely secured a position" and noted that "It was wives, not husbands, who gave up a permanent position . . . interrupted their graduate education . . . or restricted themselves to this country despite a desire to work abroad."¹⁸ Many wives did, however, express an unwillingness to move to a place where appropriate opportunities were nonexistent and Holmstrom found that this attitude sometimes plays a significant role in mobility. Discrimination against women, like any other factor which makes it hard for the wife to find employment, also makes it hard for a couple to seek employment together.

Holmstrom also noted several other relevant factors. She found that the attractiveness of an offer for career advancement is an important factor since people are unlikely to turn down an outstanding offer. An employer's perception and attitude toward the dual-career family is also pertinent, as is a husband's attitude toward his wife's career. "The manner in which the move comes about may reveal how much or how little the husband really cares about the wife's career interests."¹⁹ Finally, Holmstrom noted that one possible answer to the mobility dilemma, the long-distance commute, is rarely exercised, as most couples resist the idea of going to such extremes. None of the couples Holmstrom interviewed chose this solution for long-term commitments, but a few were willing to commute and divide the family for definite, limited periods of time.²⁰

Another researcher, Larry Long, wanted to find out the extent to which the wife's work influences the residential mobility of her family.

He was also interested in how the wife's employment affected the family's short distance moving. Long hypothesized that "families in which the wife works are less migratory than those in which she does not work," since he expected husbands to decline opportunities to move out of deference to their wives' career. Based on statistical evidence, he found that married men with working wives were less migratory between counties than married men whose wives did not work. He also concluded that men whose wives worked were more likely to have moved within counties than men whose wives were not working, and attributed this finding to "the desire for a better house or a house located in a better neighborhood or in a more convenient location."²² He concluded that:

A working wife thus appears to have little effect on her husband's long-distance migration in the early years when long-distance migration is likely to occur. Only after her husband has become established in his career does a wife's employment reduce the readiness with which he relocates to a new job in a different state. Of course, this conclusion only applies to the general case. It is possible that a professionally employed wife has a greater effect on her husband's long-distance migration than do other working wives.²³

Heckman, Bryson, and Bryson sent survey questionnaires to 200 psychologist couples. Approximately 58 percent of those couples who responded mentioned restricted job mobility as one of their largest problems. The researchers concluded that these dual-career couples dealt with the job mobility in several ways. The first option was that the wife considered her career secondary to her husband's, he having the freedom to accept jobs and she finding whatever is available at the new location. The second option was that the couple looked for two satisfactory positions. The third option was that one

spouse was satisfied with his or her position and the partner "made do" in the particular area where they lived and was limited in accepting other jobs.²⁴

Linn investigated the mobility of female dentists. He found that a wife was expected to move if her husband's work required a change, but not for her own opportunities if a move would inconvenience her husband.²⁵

Hall and Hall assert that there are four basic options open to a spouse faced with a potential move: to turn down the offer; to accept it and relocate the family; to accept it and relocate oneself, seeing your partner and family when you can arrange it; or come up with a creative alternative satisfactory to everyone involved. They feel that important considerations include work factors for both spouses such as professional identities, job security, salary, colleagues, life style; family factors such as geographic location, housing, schools, shopping, family, and relatives; personal and individual factors such as personal losses or gains involved in the choices, energy required to make the move, giving up old friends, emotional costs of relocating; and the gut factor, i.e., your subjective feelings about the choice, and the emotions the choices elicit.²⁶

Wallston, Foster, and Berger surveyed professional couples to explore the effects of sex and outside constraints on job-seeking among dual-career couples. After responding to job-seeking simulations:

The couples were asked to categorize their final decision using one of seven categories: (1) the best joint situation, (2) only I had an offer so spouse followed, (3) only spouse had an offer, so I followed, (4) I accepted a good job offer and my spouse followed, (5) spouse accepted a good job offer and I followed,

(6) I was already working so spouse followed, or (7) spouse was already working so I followed.²⁷

The authors also gathered data on decision rules which couples agreed upon while searching for positions. These categories included: (1) I look first, then spouse; (2) spouse looks first, then I look; (3) both look independently; (4) both look within a particular area; (5) work out the best joint option; (6) apply as a couple; (7) locate where I had the best offer; or (8) locate where spouse had the best offer. Their results showed that constraints such as the need for a job and time pressure produced more traditional decisions. Under low constraint conditions, nontraditional decisions were reported as more common than traditional.²⁸

There have, then, been a number of investigations concerned with dual-career or dual-working couples. A number of these studies provide valuable information concerning geographic mobility. But none of these studies have explicitly sought to focus on and to generate information about the communication and decision-making behavior which is associated with mobility decisions.

Decision-Making

Hall and Hall feel that how marital partners approach a decision often determines their success in finding a satisfactory solution; they suggest that the process couples use to arrive at decisions depends on whether they agree about the goal they are trying to accomplish, whether they agree about how to achieve the goal, and whether their attitude is cooperative or competitive toward working on the problem. Hall and Hall distinguish between "me relationship" and

"we relationship" orientations toward approaches to decisions and problems.²⁹

D'Zurilla and Goldfried summarized factors likely to improve decision-making. These included:

(1) a definition of all aspects of the problem in specific, operational terms; (2) a full and comprehensive description of all the problem elements; (3) consideration of all relevant facts; (4) generation of alternatives in a brainstorming, freewheeling fashion in which criticism and judgment are deferred until the point of evaluation; (5) statement of the solution in very specific terms, at the point of decision; (6) selection of the decision response likely to be reasonably successful and satisfactory (i.e., that 'satisfices') rather than one that necessarily maximizes given outcomes; (7) inhibition of action until the point of decision has been reached; and (8) verification of the adequacy of the solution after the solution response has been carried out.³⁰

O'Flaherty found, in an experimental study of the behavior of couples who had decision-making difficulties, that when asked to try to reach a decision on an issue they currently faced, most of the couples failed to get beyond discussion of the nature of the problem.³¹

Ogden stressed taking your time in accepting a new career position. He suggested objectively drawing up two lists with the benefits and drawbacks of accepting a new job;³² this technique is similar to a "balance sheet" approach developed by Janis and Mann.³³

As can be seen from the preceding paragraphs, there are several studies which shed some light on decision-making or which include prescriptive advice for decision-making. These studies have not, however, attempted to carefully describe the actual communication and decision-making activities of dual-career couples making geographic mobility decisions.

Theoretic Rationale and Research Questions

Dual-careerism is a relatively new field of research and most of the studies date from the 1970's. There are many problems confronting dual-career families about which they must negotiate and compromise in order to survive; previous research focuses on many of these problems. Some studies do specifically analyze mobility in dual-career families but the area of communication and marital decision-making, in particular, is neglected. Holmstrom's research, for example, focused primarily on the decisions of dual-career couples and how these decisions affected the wives but did not explore the process by which couples reached their decisions.³⁴

Due to the lack of prior research focusing on the issues of concern in this investigation, the purposes of this present study are stated as research questions rather than as directional hypotheses.

The five research questions under consideration are:

1. What are some considerations dual-career couples think about in making career decisions?
2. How do dual career couples arrive at career decisions?
3. Does a pattern of dual-career decision-making exist in dual-career families?
4. Which outcomes are predominant choices in career decisions among dual-career couples?
5. Are most of the individuals satisfied with the outcomes of their career decisions?

Expected Contributions

It is hoped that this research will add to the existing knowledge concerning dual-careerism. Since it is a young field, many areas,

including communication in dual-career families, need to be investigated. Perhaps this study will be the beginning of communication studies in this field, and hold heuristic value for future endeavors.

The information gained through this study may also provide some practical, helpful insights into career decision-making for dual-career couples, and for younger couples anticipating this life style. This investigation may also help to raise the level of awareness and provide some basis of understanding for employers whose businesses are becoming more and more affected by this societal transition.

NOTES

¹Lynda Lytle Holmstrom, The Two-Career Family (Cambridge, Massachusetts: Schenkman Publishing Co., 1973), p. 1.

²Holmstrom, p. 1; Robert Rapoport, Rhona Rapoport, and Janice Bustead, Working Couples (New York: Harper and Row, 1978), pp. 11-12.

³Gloria Wanager Bird and Gerald A. Bird, "Dual-Earner Families: A New American Norm," Oklahoma Families (Stillwater: Oklahoma State Family Studies Center, 1979), p. 1.

⁴Francine S. Hall and Douglas T. Hall, The Two-Career Couple (Reading, Massachusetts: Addison-Wesley Publishing Co., 1979), p. 10.

⁵U.S. Department of Labor, Bureau of Labor Statistics, Employment Perspective: Working Women (Washington, D.C.: GPO, Report No. 555, February, 1979), p. 1.

⁶Robert Rapoport and Rhona Rapoport, Dual-Career Families Re-examined New Integrations of Work and Family (London: Harper and Row, 1977), p. 23.

⁷Rapoport and Rapoport, Dual-Career Families Re-examined, p. 23.

⁸Rapoport and Rapoport, Working Couples, p. 11.

⁹Hall and Hall, pp. 100, 113, 137.

¹⁰Holmstrom, p. 2.

¹¹Holmstrom, pp. 1-2.

¹²Holmstrom, p. 30.

¹³Rapoport and Rapoport, Dual-Career Families Re-examined, p. 324.

¹⁴Rapoport and Rapoport, Dual-Career Families Re-examined, p. 324.

¹⁵Rapoport and Rapoport, Dual-Career Families Re-examined, p. 324.

¹⁶Holmstrom, pp. 29-30.

¹⁷Holmstrom, p. 34.

¹⁸Holmstrom, pp. 37-38.

- ¹⁹Holmstrom, pp. 38-42.
- ²⁰Holmstrom, p. 44.
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- ²⁷Barbara Strudler Wallston, Martha A. Foster, and Michael Berger, "I Will Follow Him: Myth, Reality, or Forced Choice--Job Seeking Experiences of Dual-Career Couples," Dual-Career Couples, eds. Jeff B. Bryson and Rebecca Bryson (New York: Human Science Press, 1978), p. 16.
- ²⁸Wallston, pp. 9, 18.
- ²⁹Hall and Hall, p. 80.
- ³⁰T. J. D'Zurilla and M. R. Goldfried, "Problem-Solving and Behavioral Modification," Journal of Abnormal Psychology, 78 (1971), 111-112.
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- ³²Richard W. Ogden, How to Succeed in Business and Marriage (New York: Amacom, 1978), p. 71.
- ³³Irving L. Janis and Leon Mann, Decision Making: A Psychological Analysis of Conflict Choice, and Commitment (New York: Free Press, 1977).
- ³⁴Holmstrom, pp. 186-187.

CHAPTER II

METHODS AND PROCEDURES

Dual-career couples are becoming more numerous, but to date there seems to have been little research on the subject of decision-making in dual-career families. Consequently, research in this area must be, for now, exploratory in nature. According to Kerlinger:

In order to achieve the desirable aim of hypothesis testing, preliminary methodological and measurement investigation must often be done. . . . Exploration studies have three purposes: to discover significant variables in the field situation, to discover relationships among variables, and to lay the groundwork for later, more systematic and rigorous testing of hypotheses.¹

This exploratory study is a preliminary attempt to recognize factors affecting decision-making in dual-career families. For this study, intensive interviews were administered to a small sample of working women in Oklahoma. All of these interviews were conducted by the same researcher over a period of four months in the greater Tulsa area. Information was also obtained by the respondent completing a data sheet in the opening of the interview. All of the interviews, except one, were audio tape recorded.

Definitions

For this study it is important to identify and define key concepts which were adapted for use for research purposes. These concepts are listed below:

For the purposes of this study dual-career family was defined as one in which both heads of household pursue careers and at the same time seek to maintain a family life [including children] together.² ✓

For the purposes of this study career was defined as those jobs which require a high degree of commitment and which have a continuous developmental character. For example, careers within large organizations are thought of in terms of a progression of posts leading upward in some kind of hierarchy; careers in professions are thought of as proceeding through stages of cultivation and experience, accumulating expertise.³

For the purposes of this research commitment was defined as degree of feeling of responsibility to chosen career based on a ranking of present personal values: (1) total commitment; (2) high commitment; (3) moderate commitment; (4) slight commitment; and (5) low commitment.

For the purposes of this research dual-earning couple is defined as a couple in which one partner pursues a career and the other is engaged in gainful, but not necessarily permanent or meaningful employment.⁴ ✓

For the purposes of this study marital decision-making is defined as verbal behavior that serves to mediate the transition from a problem situation confronted by the couple to a response that constitutes a solution. If successful, the verbal behavior makes an appropriate solution more probable.⁵

For the purposes of this study mobility was defined as ability to establish a family in a new location in another county due to a change of jobs or promotion within the same organization, a new job, or a career change.

Sample

In obtaining a sample, the main aim was to select strategic cases for study. A random sample representative of the U.S. population as a whole would be an inappropriate approach because it would include housewives and careerists plus every conceivable variation between these extremes. The opposite approach would be more useful because some problems can be clearly seen if the focus is on one clear cut group. Studying couples in which the wife follows her own independent career is strategic in that they are one type, and they are atypical of the society as a whole.⁶

Selecting strategic cases for analysis has much in common with Glaser and Strauss' strategy of "theoretical sampling":

The aim is not to represent the population at large, but rather to choose a sample on the basis of learning something about certain theoretical categories. . . . Theoretical sampling is done in order to discover categories and their properties, and to suggest the interrelationships into a theory.⁷

In this study strategic or theoretic, rather than random, sampling was used.

It was the initial intent of the researcher to obtain the sample from female members of the Tulsa Green Country Chapter of the American Society for Training and Development (ASTD). A telephone call to the president of the chapter secured permission for the use of the organization's roster in the research. Two letters were also sent to the ASTD president (see Appendix A).

Over the telephone the researcher contacted the female members of the ASTD and approached them by saying:

Hello. My name is Patt Gasiorek and I am a graduate student at Oklahoma State University. I am doing a thesis on working women and have been contacting members of the ASTD to see if I can interview them. Basically, I am looking for women who are married, who are established in a career, and have at some point in time during their career had the opportunity to relocate, either based on your career or your husband's. I was wondering if you fit these categories, and, if so, may I interview you?

After several telephone calls it became evident that many of the ASTD members did not fit all of the three categories, particularly the criteria of having had the opportunity to relocate; therefore, the women were asked if they knew anybody who fit the categories in the Tulsa area. Women were subsequently located on the basis of referrals by other working women. Some women were also located by contacting employee relations or personnel departments in large organizations in Tulsa. The resultant sample is best described as an available, strategic sample.

For this study 24 women were interviewed. Initially, the respondents were selected in terms of five characteristics: marriage, children, age, locale, and career experience.

Since the main focus of the study was on career decision-making in dual-career couples, the researcher was interested in talking to women who were married. Twenty-one of the 24 respondents were married at the time of the interviews. The average length of time these 21 women had been married was 14 years. Three respondents were not married at the time of the interviews; however, they reported on career decision-making activities which had occurred during their marriages.

The second characteristic which was considered was children. To the knowledge of the researcher, many studies do not distinguish

between dual-career childless couples and dual-career families. Ten of the 24 women reported they did not have any children at the time of the interview, five women reported having one child, seven reported having two children, and two women reported having more than two children.

Initially, the researcher was interested in selecting women between the ages of 35 and 55. The reason for this age group was explained by Holmstrom:

A deliberate decision was made not to take any woman under the age of 35, for the aim was to find out what couples actually did when faced with problems of two careers. To find this out you have to wait until people have had certain concrete experiences and made certain concrete decisions. You have to wait until people have had several jobs or job offers, until they have faced the issue of moving, until they actually have children or make the final decision never to have them. It is not as meaningful to ask about these things in the abstract. It is all too easy to say the wife should have equal opportunity, but the real question is what happens when it comes down to brass tacks. What happens when the wife receives a much better offer in another city and the husband does not want to move? . . . For this information you have to wait until people have had the experience and then ask them what they did--not what they think they would do.⁸

While attempting to locate women in this age category, the researcher found many women who had already experienced relocation were younger, so the criterion was eliminated in subsequent telephone calls. Out of the 24 actual respondents, three women were in their twenties, 12 were in their thirties, seven women were in their forties, and two were in their fifties. The average age of the respondents was 37.2 years.

The fourth characteristic of the women was location. Locale was restricted to women who worked in Tulsa, Oklahoma.

The fifth criterion was career experience of the wife. This aspect is important because the study focuses on dual-careerism. All 24 of the respondents held positions in Tulsa organizations in various fields such as training and development, accounting, human resource development, communications, programming, finance, data processing, employee relations, and recruitment. Seven women specifically reported that they were managers, five women reported they were supervisors, others stated they were coordinators, analysts, directors, instructors, representatives, advisers, and programmers.

It was assumed that women in these positions would also have husbands in professional occupations. In Holmstrom's study this held true.⁹ In this study, 15 of the 24 women reported that their husbands' positions were professional to some degree. These occupations included positions such as department director, manager, university professor, private consultant, supervisor, coordinator, attorney, programmer, instructor, accountant, and business owner. Others listed labor-related occupations such as mechanic, machinist, and inspector. Two husbands were retired and one was a student.

Other demographic information which was collected included the number of cities in which the interviewees had lived since marriage, the longest time in one location since marriage, educational degrees received, and a ranking of commitment to career and present job. The ranges for cities the respondents lived since marriage was from seven locations to one location, the average being 2.6 cities. The range for the longest time in one location since marriage was from 32 years to .5 years, the average being 9.4 years. Thirteen of the 24 women reported having no formal college degree, four reported having

baccalaureate degrees, and six also reported degrees at the master's level. In ranking their commitment to their careers (7=highest), the women's choices averaged 5.25; in terms of ranking commitment to their present jobs, 4.96.

Since the research was exploratory in nature of the use of a small sample seemed appropriate. Weiss and Roth both support small sample surveys. Weiss' holistic approach requires collecting data on a great range of issues.

Only in this way can the investigator be assured the data have within them a report of the functioning of each of the system's elements. This . . . leads to the case of study or small sample study as preferred research designs.¹⁰

Roth justifies small sample research in terms of avoiding hired-hand research and its associated dangers, namely, lack of accuracy and precision.

If the study were done on a much smaller sample by one person or several colleagues who formulated their own study and conducted it entirely by themselves, much of this error would not enter in the first place. Isn't a sample of 50 which yields data in which we can have a high degree of confidence more useful than a sample of 5,000 where we must remain doubtful about what it is that we have collected?¹¹

It is important, however, to recognize that the sample used in this study was limited in several ways. First, it was small. Second, it was geographically restricted to the Tulsa, Oklahoma area. Third, it was selected on an availability basis through referrals and direct contacts. And fourth, it focuses exclusively on women and is, therefore, limited to their perceptions.

Interviewing Procedures

An initial interview question schedule was prepared on the basis

of the literature review and consultation with several interested individuals. This schedule was designed to explore those topics most likely to reveal a couple's decision-making behavior.

A pilot study was conducted by interviewing three women in the city of Stillwater. Based on the preliminary results obtained from the initial interviews, the schedule of questions and data sheet were altered and revised.

Data from the 24 women was gathered through intensive interviews which lasted from 20 minutes to one hour. The women were asked to complete an agreement and data sheets prior to the interviews (see Appendix B). The actual interviews were conducted at the companies where these women worked. The prepared question schedule was generally followed but flexibility rather than rigidity in following the question schedule during the interviews was deemed appropriate (see Appendix C). All but one of the interviews were tape recorded.

Analysis

After all of the data was obtained, the tape recorded interviews were transcribed. Each transcript contained the questions and responses in the interview (see Appendix D).

After transcripts had been prepared the content of each interview was analyzed. Bowers has described formal methods of content analysis.¹² In this study informal content analysis was used. The researcher reviewed each transcript, developed response categories, and prepared data summaries; these procedures were observed and verified at each step by the thesis adviser. The researcher analyzed

each research question and reviewed each transcript looking for supporting data. Lists were constructed to assess the frequency of the major responses between each respondent and ranked accordingly. The results of the analysis are reported in the following two chapters.

NOTES

¹Fred N. Kerlinger, Foundations in Behavioral Research, 2nd ed. (New York: Holt, Rinehart and Winston, Inc., 1973), p. 406.

²Robert Rapoport and Rhona Rapoport, Dual-Career Families (London: Penguin, 1971), p. 18.

³Robert Rapoport and Rhona Rapoport, "Further Considerations on the Dual-Career Family," Human Relations, 24 (1971), 519.

⁴Benson Rosen, Thomas H. Jerdee, and Thomas L. Prestwich, "Dual-Career Marital Adjustment: Potential Effects of Discriminatory Managerial Attitudes," Journal of Marriage and the Family, 37 (1975), 565.

⁵Edwin J. Thomas, Marital Communication and Decision-Making: Analysis Assessment and Change (New York: The Free Press, Macmillan Publishing Co., Inc., 1977), p. 112.

⁶Holmstrom, p. 183.

⁷Barney G. Glaser and Anselm L. Strauss, The Discovery of Grounded Theory: Strategies for Qualitative Research (Chicago: Aldine Publishing Co., 1967), p. 62.

⁸Holmstrom, p. 8.

⁹Holmstrom, p. 185.

¹⁰Robert S. Weiss, "Issues in Holistic Research," Institution and the Person: Papers Presented to Everett C. Hughes, ed. Howard S. Becker (Chicago: Aldine Publishing Co., 1968), p. 345.

¹¹Julius A. Roth, "Hired-Hand Research," The American Sociologist, 1 (1966), 195.

¹²John Waite Bowers, "Content Analysis," in Methods of Research in Communication, ed. Philip Emmert and William D. Brooks (New York: Houghton Mifflin, 1970), pp. 291-314.

CHAPTER III

RESULTS

For this study, five research questions dealing with career decision-making in dual-career couples were constructed. A schedule of interview questions was prepared and 24 women were interviewed. This chapter reports the findings from the interviews and discusses each of the five research questions posed earlier.

Considerations

The first research question was: What are some considerations dual-career couples think about in making career decisions? Several specific questions were used to obtain responses from the women, such as: "Did anyone give you advice? What about?"; "What were some of the outside influences you had to consider?"; and, "Did you feel pressured in any way?" In answering other questions in the schedule, many respondents volunteered additional factors they had considered during their decision-making.

As each interview transcript was analyzed, a list of important considerations was formulated. All of the women interviewed had several concerns they felt were important to some degree in their decision-making. The frequency of each response was noted and, finally, the items were ranked. The women seemed to agree about the importance of a number of considerations. The most common categories

included: the husband's career, the general living environment, the wife's career, change in salary, relationships, the marriage, and the cost of living.

The most frequently mentioned consideration was the husband's career. Sixteen of the 24 respondents referred to this theme. Since most of the women had been confronted with an opportunity for a relocation for their husbands, it is not surprising that a major concern for the couple centered around the husband's job offer. More specifically, women mentioned that they considered the increase in job responsibilities, opportunity for advancement in the organization, the opportunity to learn new skills, and salary. Respondent 3, for example, stressed job content and suggested that upward mobility should always be critically reviewed for both husband and wife. Respondent 4 capsulized her answer by asking "What does this do for his career?" Respondents 5, 9, and 11 noted the tight job market in Tulsa for their husbands' fields. Present happiness on the job was a factor to think about for respondents 4, 5, 11, and 17. Subjects 7 and 14 said they were proud of their husbands' achievements of gaining a promotion over other individuals in their respective firms. Other assorted concerns for the husband's job included his health at the location where he was presently employed, and the time involved for his present position.

The nine women who had themselves been offered positions elsewhere considered other aspects of their spouses' careers. Two interviewees had husbands who could not or would not move because of the nature of their occupations. One woman said that her husband was

stuck in a dead-end career. Two other respondents felt that their husbands' retirement was a strong consideration in their decision-making.

The general living environment was the second most frequently mentioned consideration for the women. Thirteen of the 24 women mentioned this factor in the interviews. Several couples were concerned with the size of the city that they were considering. Respondents 2, 5, and 10 were particularly interested in living in a city of a size comparable to Tulsa. Respondent 2 stated that, coming from a large city, they were looking for a smaller city where they would be able to afford to buy a home and not be forced to commute long distances into town to work every day. Respondent 4 said they had lived in other large cities, but that Tulsa was as big as they could cope with. After comparing several cities which she and her husband visited, respondent 10 and her husband found themselves comfortable with the size of Tulsa. Respondents 3 and 11 were concerned with the size of a city which would afford them ample opportunities to pursue their careers.

Because the relocation opportunities occurred in different states some women were influenced by a second environmental factor, basic life styles. A strong influence for respondents 3, 4, 5, 9, 13, and 15 was whether the city they were considering was a good, healthy environment in which to raise children. Some felt the opportunity to move had improved their position in that respect, while others did not. The pace of living was important to respondent 5; she indicated her lack of enthusiasm for a "rat race existence."

Climate was a factor for respondents 3, 4, 10, and 13. Some felt they did not want to move to a colder climate, while others were attracted to an environment that had a mild climate. One respondent considered climate for her spouse's health, and another stressed specific recreational activities which could not be enjoyed in certain environments.

The third most common consideration was the wife's career. Eleven of the 24 respondents indicated that their careers were extremely important factors in decision-making. The concerns for their careers centered on their current (pre-decision) jobs as well as the availability of prospective jobs in the new potential location.

Respondents 1, 3, 5, and 20 were extremely satisfied with their present positions. Respondent 1, for example, mentioned her colleagues, status, pay scale, and career path as being factors; the husband of respondent 1 was described as being sensitive to her status and to the time and effort she had invested in her job to achieve it. Finding a comparable position with status, salary, and satisfaction in the new location was a concern of respondents 1, 3, 7, 11, and 14. Respondent 14 had felt there was not a satisfactory position available and had chosen not to relocate.

Salary was mentioned as a consideration by 11 of the 24 respondents. Mainly they cited the attractiveness of an increase in salary with a potential new position; this held true for respondents 2, 3, 4, 5, 7, 9, 13, 16, 20, 23, and 24. Respondents 6 and 20 mentioned a decrease in their husbands' salaries and a possible increase of their own, either from changing positions or careers.

Relational factors, in the form of family or friendships, were stressed by seven of the 24 respondents. Three women felt that friendships were important considerations. Several other women felt that moving or staying would afford them the opportunity to be close to their families. Others considered locations which were further than the present location from family, but closer than other options.

Many women commented on the value they placed on their marriages. They were concerned about the impact of career decisions on their marriages. The cost of living was also a concern to many women, including the cost of housing, education, taxes, food, and other products.

Other considerations included whether or not the family had bought a home within the five years prior to the relocation opportunity and previous organization benefits. Flight benefits, retirement benefits, and monetary benefits invested in the organization were considerations to some degree. Still other considerations were unhappiness or dissatisfaction with the present position, age, motivation for change, and attitude about the spouse's career.

In the preceding paragraphs those considerations have been surveyed which the respondents reported as relevant to previous career decisions. In the following paragraphs attention is devoted to factors which would, according to the interviewees, influence future career decisions.

Several women have projected considerations that will be important in the future if the opportunity to relocate should arise again. Some of these concerns stem from their past experience and their change in position, status, and salary since their previous decisions. Four women mentioned the importance of salaries.

Respondent 2 remarked, "As far as he's concern if I start earning a good one or a better one than he does [salary], then it will be my turn to move . . . then we'd have to start weighing more equally when it comes to equivalent earning power." Respondent 4 said, "We've always kind of joked and to a certain extent this is very true: When I make as much or more money than he does than I probably will be able to make that kind of decision, and I don't NEARLY!"

Three respondents reported more personal considerations. Respondent 5 expressed love and concern for her husband when she stated, "If that [relocation] were presented to me, I wouldn't move. Because I feel that if my husband has gone through what he has to stabilize us and keep us here, and to ask him, now that he's gone into this business, and say 'hey, forget that, we're going wherever,' I wouldn't." Respondent 11 also had relational concerns, commenting that she and her husband were attached to their families and would not move out of northeastern Oklahoma. Respondent 6 said that they were considering children eventually, which might change plans for relocation in the future.

In summary, there were several factors which the couples considered during decision-making. The most frequently mentioned factors included careers, environment, and relationships. In several cases it appeared that future decisions would be affected both by empirical realities (actual salaries) and by the couple's decision-making history, that is, future decisions would be affected by past decisions so that the person who sacrificed most in the previous decision would not be asked to make a similar sacrifice again.

Decision-Making

The second research question was: How do dual-career couples arrive at career decisions? Specific questions were prepared to discover the areas involved. These questions were: "Who did you or your husband discuss the offer with?"; "How did you approach the subject with your spouse?" (or, "How did he approach you?"); "What were some initial reactions?"; "How did you reach a decision?"; "Was it a joint decision?"; and "Did you have any systematic way of attacking the problem?" The women offered numerous comments about their families' problem-solving behaviors.

There were several themes dealing with decision-making which were mentioned frequently by the respondents. These themes included: discussion; a systematic way of problem-solving; a non-systematic way of problem-solving; who made the decision; and the time factor.

Seventeen of the 24 women mentioned that at some time during the decision-making process, they discussed the issue with their spouses. Some people had intense discussions, while others merely mentioned the offer and then had little discussion on the subject. When asked the question, "Who did you discuss your offer with?" the interviewees consistently referred to their husbands. Typical responses included: "We discussed it a lot between the two of us"; "It went back and forth quite a bit in our conversation process"; "We discussed it, oh yes, very much"; and "We did a great deal of talking."

Some of the respondents, eight of the 24 women, discussed the issue with others as well as their own husbands. Some people had conversations with colleagues at work, personnel department workers,

family members, and friends. In some cases the dual-earner couples had sought advice; in other cases, they simply had casual discussions. One typical respondent said, "I discussed it with my employer, obviously, my current boss." Another woman said that they got advice "in terms of just friendly kinds of comments."

Thirteen of the 24 women reported a systematic means of problem-solving. The two systematic approaches mentioned were a balance sheet approach, listing the advantages and disadvantages either verbally or in writing, and visiting the prospective city prior to the final decision.

Eleven of the women mentioned some type of balance sheet procedure. Respondent 1 said, "We were kind of listing all of the pro's and con's and discussing really in depth, you know, what if's and evaluating each point. . . . We just kind of listed out all of the issues that are concerning us from the personal, to the environment, to the family, to the cost." Respondent 3 said that whenever she and her husband are faced with a crucial decision it is important to them to make a "T-square" on paper and work through the pro's and con's of the decision. When asked if she and her spouse engaged in a pattern of decision-making, respondent 4 stated:

Oh yeah, always, you bet. There are three jobs we know of that are available. You are being offered one and two others, what would be the advantages and disadvantages of going to U.C.L.A.? What would be the advantages and disadvantages of going to the University of Chicago? What are the advantages and disadvantages of staying here? You bet, very carefully.

Respondent 5 said that:

I think our maturity level was high and we were able to look at things from an unemotional balance sheet

basis. . . . We did go into a very thorough financial balance sheet, a personal balance sheet, and a career balance sheet approach. . . . It's kind of interesting in that I can't think of any major decision whether it's this or a decision to buy a car or the decision to buy or house or which house, or whatever that we don't approach this way. Our problem-solving approach is basically the same in almost any situation.

In analyzing their approach to problem-solving, respondent 6 remarked,

[W]e sat down and went through the list of all it involved, the pro's and con's and assigned them weights. So we worked it out very systematically and decided that we would move . . . it was a question of talking through what it is that we wanted to do, what things made us happiest.

Although respondent 7 claimed to rely primarily on intuition, she said that the final outcome was a combination of her decision-making method and her husband's; she said, "He makes decisions by scheduling the goods and the bads by actually sitting down, writing it out on a piece of paper, 'these are the advantages, these are the disadvantages,' and we did that. So it was a combination of both." Respondent 9 said, "Well I just think you have to look at the pro's and con's of both, both things, both situations and see where you would have the most plusses and this time. . . . Not with pencil and paper, I felt it was pretty obvious what the plusses and minuses were." Respondent 12 said that:

To some extent we did [decide systematically] . . . we sat down because we talked about salary and housing and investments and that kind of thing, and so it was both a brainstorming session as well as a write it up, tear it up, write it up kind of thing.

While respondent 14 did not problem-solve systematically with her husband, each individually did assess individual wants and desires.

She stated:

Basically it came down to us both start listing for ourselves what really each wanted and what was our top priority. And going at it that way and looking at, well, I want a career and I want this and that, and saying this option that is being offered is not meeting any of those needs. And I think he did the same. . . ."

Respondent 15 reported that:

We spent a couple of days saying 'What would happen if we left things alone?' and 'What would happen if we went?' 'What other concerns do we have if we went?' And so we did a real analysis, went through an analytical process. We didn't do it on paper, but I think it ended up being we'd exhausted all of our casual, it began to be a dead horse at this time, so we had to go through a logical process.

Finally, respondent 16 remarked:

I remember that we talked about the pro's and the con's of coming out to the home office or to the other location, and which was better. . . . I don't think we ever got to the pencil and paper stage, but we did sit down and talk very logically . . . these are the plusses and what are the minuses, so we did some problem-solving.

A second method of systematic problem-solving, reported by a few women, was visiting the prospective city before the final decision was made. Three interviewees described visits to new locations. Respondent 6 spoke of concerns for her career:

[B]efore he accepted the job I came to Tulsa and spent a week looking for jobs and I didn't expect to leave with a job but I expected to leave with a better sense of what might be available. And I had a very good week, and I talked to a large number of people and had excellent 'vibes' about the job prospects. And so that weekend my husband flew out and we spent Saturday looking at housing and also just getting a look at Tulsa, since neither of us had been here before, except for his short interview trip.

Respondent 10 said, "What we did was take an extended vacation and we took three weeks' vacation, we took an extra week, and took our vacations together and made some plans ahead of time on what cities we

wanted to hit. . . ." Respondent 20 shared the responsibility of the decision with her children as well as her husband. She stated:

We came here and we spent one whole week in Tulsa a year before we moved. We came and went to the university, and it was very important, went to the employment office . . . went to see houses and apartments, we even went to find out how much insurance for the car costs. . . .

While a number of women described systematic decision-making, other women reported a somewhat less than systematic approach to deciding about relocation. Fourteen women described some form of non-systematic reasoning. Two categories emerged from the interviews as follows: restricted alternatives with one spouse making the final decision; and intuition or impulsive feelings and behaviors.

Nine of the respondents referred to the process as a restricted alternatives situation with one spouse making the final decision. Respondent 2 said, "It was a necessity. I knew that I just had to go along with it." Respondent 13 reported that, "He didn't discuss it with any other family members . . . he had to take the job, he said. . . . It basically was a going along with him and his decision. I basically had resigned myself to going." Respondent 22 reported that her husband voluntarily began looking for opportunities due to dissatisfaction; "It was entirely his own decision." Respondent 24 said that "I can't expect him to go, he has a ranch, he has a business."

Two women mentioned non-systematic methods, relying on impulsiveness and intuition. Respondent 7 said that while her husband is systematic, she is not. She asserted, "I make my decisions from my intuitiveness, and 99% of the time I'm right." Respondent 19 said, "You mean did I stop and analyze it? No, I'm an Aries and they don't

analyze, they just do! No, you just decide what the most important thing is."

While analyzing non-systematic problem-solving, three responses were voiced which were difficult to categorize. Respondent 11 said the decision just came naturally; the couple had set goals to eventually move to the Tulsa area, and when the opportunity arose, he took it. Respondent 17 said there was no discussion in the decision, since it was a known fact that the heads of the household jointly did not want to relocate. Respondent 9 merely mentioned that she and her husband discussed the issue and then decided.

The fourth theme which emerged concerning decision-making was "who made the decision." Ten women reported that the decision was a joint effort. Eight of the women indicated that their husbands made the decision. Five of the women specified that the wives made the decision, and one did not indicate whether the decision was jointly or individually made.

The final theme running through the decision-making material in the interviews was the length of time available for decision-making. Responses ranged from one day to six months.

In summary, several questions were prepared to discover how dual-career couples arrive at decisions concerning their careers. The responses were categorized into themes which stemmed from frequent or predominant responses. It was found that some women reported systematic ways of problem-solving, while others suggested non-systematic approaches. It was also reported that some couples made joint decisions, while others made individual, and that the time allowed for decisions to be made ranged from one day to six months.

Pattern

The third research question was: Does a pattern of career decision-making exist in dual-career families? In reviewing responses from the 24 transcripts available, it became clear that the interview schedule did not elicit enough information to permit a definitive answer to this question. As is clear from the previous section of this chapter, there is some consistency in the decision-making behavior of some couples. The data collected in this study, however, does not clearly identify patterns of decision-making either between or within dual-career couples.

Predominant Choices

The fourth research question was: what outcomes are predominant choices in career decisions among dual-career couples? It seems important to note the actual decisions of the couples. Four issues emerged when analyzing this data: who the opportunity was for, the nature of the opportunity, the final outcome, and the location.

The first category, who the opportunity was for, had two possibilities. The relocation was either offered to the wife or the husband. From 24 respondents, 15 couples were faced with an opportunity for the husband, and nine couples made decisions for an offer given to the wife.

A second factor in determining outcomes is the nature of the opportunity. The opportunity was categorized as either voluntary or forced. Voluntary opportunities included those where couples initiated the job search by themselves because of reasons such as present

dissatisfaction, desire to change jobs, or a desire to change careers. The voluntary opportunity category also included opportunities where individuals were approached by recruiters, and those who employed "headhunters" to search for positions. Ten of the 24 couples were faced with voluntary opportunities. Seven of the voluntary opportunities were for the husbands, and three of the opportunities were for the wives. Forced opportunities included those couples faced with a decision based on a promotion, organizational lateral transfers, corporate relocations, and those who had to move because of health reasons. Fourteen of the 24 subjects were faced with forced opportunities. Eight of the forced opportunities were for the husbands, while six were for the wives.

The third factor in this area, the outcome itself, can be categorized as moving to a new location or staying at the present location. Out of the 24 respondents, 19 families chose to relocate. Out of those 19 respondents who relocated, 14 changes were for the husband's career, and five moves were for the wife. Also, out of the 19 families who made the change, nine were moves as a result of a voluntary opportunity, while 10 were moves due to a forced opportunity. Five of the couples chose to remain in the present location. Out of those five couples, one had an opportunity for the husband and four had opportunities for the wife. All five of these choices were made from forced opportunities.

The last consideration in this area is the location. It is difficult to quantify the data because of the diversity of responses. Many respondents reported information about relocation to Tulsa from elsewhere, others from Tulsa to somewhere else, both interstate and

intrastate. Interstate relocation opportunities to Tulsa, Oklahoma included: Richmond, Virginia; Detroit, Michigan; Austin, Texas; Washington, D.C.; Kansas City, Missouri; Kankakee, Illinois; Lake Charles, Louisiana; California; New York City, New York; and Sarasota, Florida. Those faced with interstate opportunities from Tulsa to another town included: Chicago, Illinois; Los Angeles, California; Denver, Colorado; and Dallas, Texas. Some moves within the state of Oklahoma included: Norman to Okmulgee and Owasso to Tulsa. Interstate moves other than Oklahoma included: Dekalb, Illinois to Austin, Texas; Ashland, Kentucky to Buffalo, New York; New York City, New York to Minneapolis, Minnesota; South Amboy, New Jersey to Kent, Ohio; and Chicago, Illinois, to Stamford, Connecticut.

In summary, responses indicate that some couples had an opportunity for the husband and that other couples had opportunities for the wife. The opportunities presented were either voluntary or forced choices. Depending upon different priorities at the time of the decision, some couples chose to relocate, while others remained in their present position.

Satisfaction

The fifth research question was: are most individuals satisfied with the outcomes of their career decisions? Many of the respondents had mixed feelings when asked about satisfaction with the relocation decision. They offered information voluntarily as well as in response to certain questions on the interview schedule. Specific questions dealing with this area included: "What was your (or your spouse's) initial reaction?"; "How did you feel about the

decision then?"; "How do you feel about the decision, now, looking back?"; "It seems that at times people have bad feelings or animosity when they compromise to make a decision at the time, but because of the good of the family they put these feelings aside. Did you ever feel that way?"; and "What would your decision be if you didn't have to take into account your spouse's career?"

After carefully reviewing the available data, it was decided to separate the information into two main areas, satisfaction at the time of the decision, and satisfaction now. Many of the subjects had ambivalent responses. Some seemed dissatisfied at the time of the decision, but looking back, rationalized that the choice was the best possible option. Some of the more common answers for satisfaction when the decision was made were: pleased overall, some animosity felt by one spouse, pleased for the husband's opportunity, unwillingness to forfeit the wife's job or career, overall negative feelings, and the feeling that the change was necessary.

Twelve women reported that they expressed satisfaction at the time the decision was made. Some of these opportunities were voluntary, while others were forced decisions through promotions or lateral transfers. Respondent 4, for example, felt her husband needed a change and encouraged him to make a move. Others expressed similar feelings and made statements such as, "We moved knowing it was a good move"; "Was comfortable with it [the decision] then"; "I was pleased and relieved that the waiting was over"; "Was happy at the time"; and "I felt confident that it was right."

Some women were not completely satisfied with the change, but they were pleased for the opportunities for their spouses. Respondent

2 said she was pleased for her husband, but when she started assessing what it was going to do for her, she became a little angry. Another respondent was very proud of her husband, stating,

I was pleased for him because he was in a situation where there was a lot of competition, where he should have felt like it was an accomplishment to have been offered the position. . . . He was chosen over several gentlemen that had been with the company a considerably longer time than he had been, all had degrees but himself.

Although she did not relocate with him, another woman enthusiastically remarked that her husband's offer was terrific because he is extremely career-oriented and he was in competition for the promotion. Respondent 16 also thought the change was a good career move for her husband and was happy for him at the time.

Several women reported that they or their spouses experienced feelings of animosity. Respondent 1 summed up her feelings as follows: "It was a promotion for him and it was a change for me, just a plain change for me." She reported that she had made those feelings known and discussed them with her husband. Another respondent said that once she began assessing what the change would entail for her, she became angry; she did not want to forfeit her present career path and start over. Respondent 3 loved her position in Tulsa so she felt upset and depressed when her husband was offered a position elsewhere. After relocating, respondent 7 felt hostility towards the entire system in Tulsa, the job market for women in her field, and the difficulty she encountered when attempting to enter it. She felt that it created trauma for her, but felt in her heart that the move was right.

Two women who could not move because of their husbands' careers answered positively when asked the question about animosity. One specifically stated, "I am reasonably competitive in my career and I am getting really tired of trying to compete, but not being able because I can't move. . . . I used to feel a lot more of it [animosity] than I did with this decision."

One husband was cited as being antagonistic towards the whole situation of relocation. The respondent's husband was struggling with the realization that he was in a dead end career and had to reevaluate and assess what his priorities were. The interviewee said:

I don't know if you would put it as animosity. My husband was very jealous at the opportunity because, the opportunity to achieve, not the job itself, so there was a time when there would be some striking out here and there but you knew where it was coming from, you knew it wasn't valid. It was just a way of saying 'I really blew it and even though you didn't do any more careful consideration up front about the direction you wanted to take, you happened to pick a field that you could progress in. I happened to pick a field that was dead-ended and nobody knew it at the time.' So that animosity was never directed at hurting anybody.

Some women reported that this dissatisfaction at the time the decision was made was due to the unwillingness to leave their jobs. Those women felt they were advancing in many aspects of their positions and were enjoying many intrinsic and extrinsic rewards from their efforts. They were uncertain of their future in the new location and were unhappy about leaving colleagues and the security their jobs provided. One respondent who moved for her husband's health acknowledged that it "was difficult because I left a job that could have developed into something and was developing, and it was extremely difficult to say 'I'm quitting.'" Respondent 7 said, "I was

able to go in, to advance, to improve the situation that I was working in, and to do it more proficiently than it had been done before." Respondent 1 said that she left a job in a progressive company that she really liked which afforded her the opportunity to do some creative work.

Another initial response to relocating opportunities was a general negative attitude. Because respondent 18 felt animosity due to her husband's lack of enthusiasm when an opportunity arose for her; she experienced negative feelings and said she would have left had it not been for her husband's career. Feeling somewhat negative about the change, respondent 1's attitude grew stronger as she began hunting for a new position in Tulsa. She loved the city they were previously living in and had difficulty in adjusting. Throughout the interview with respondent 2, negative feelings and animosity emerged; she had been very successful and satisfied with her previous job and she had not wanted to change her career path and begin again.

Other women were neither happy or unhappy about the decision-making but felt that the outcome was a necessity. One respondent who expressed that feeling had moved with her organization because of the retirement benefits. Respondent 2 said that there really was no choice; she was resigned to the fact that her husband took the new position, it was a necessity. Respondent 1 said she wasn't excited about the move, but "You know that you have to take certain steps to grow."

It would appear, therefore, that mixed feelings on the part of the "accompanying spouse," i.e., the spouse who does not already have

a new job, are not uncommon. Generally, however, there is happiness for that spouse who does have an opportunity for professional advancement.

The subjects were also asked about their current (retrospective) satisfaction with the decision. Four categories of responses emerged: those who felt the decision worked out for the best, those who would have preferred another option, those who felt it was a growing experience, and a few who were unsure of satisfaction at the time of the interviews.

Sixteen women reported that, looking back, they felt that the decision that was made was the best choice. At the time of the decision, six of these women had been dissatisfied or unsure but they have changed their opinions. Respondent 2, who was feeling a high degree of animosity at the time the decision was made, expressed her changed opinion as follows:

In the long run, it's been like three and a half years, so it really worked out for the best because it made me sit back and reassess my career and my personality and the fit. . . . I think I have gotten myself a little more together as far as a sense of myself as an individual self instead of wife, nurse. . . . I think I have changed a lot . . . it was a growth experience.

Respondent 3 also felt more satisfaction from the decision while reminiscing. She commented on the opportunities for experience and learning both she and her husband found after they acquired new positions. Respondent 7 was another woman whose views changed over time. She reported that initially she had become increasingly unhappy after they moved to Tulsa because of a difficult transition. Now she would make the same decision again and said:

It was unquestionably the right move, no doubt. . . . I learned a lesson that, after the hurt and the bad times, found that it was a better move. I have progressed more than I would have had I stayed. And I built my self-confidence back up to the point that I know that if I got back into that situation and I had to go 3 or 4 months looking for a job hard, that there would be an answer and things would come. Change is good.

Eight other women remained equally, or more satisfied when they reassessed their decisions. They had been satisfied when the decision was made and they all shared feelings of enthusiasm when asked how they felt about the decision now. Typical comments included: "It was a good decision . . . has been a growing experience for all of us"; "The decision was good or better than expected"; "I am even more pleased with this job than I was as far as duties and what I do"; "Oh, I'm glad I made it, I wish I made it a couple of years earlier"; "I think it was the best decision, I had no, never had any regrets about going"; "I'm still happy"; and "It was a smart move."

Three interviewees felt that, looking back at the decision, they wish they had chosen another option. Dissatisfaction was still evident with respondent 1. She explained:

Knowing what we've experienced in the last two years, I might have explored the commuting possibility much more seriously, because I think it's a good one. I think it allows two people to grow more and if one needs more time to find something that makes the move, you know, one person moving to an opportunity is a different move for the other person moving because of that. I think the time should have been taken to find the situation that would make me move too. . . . So, I think if I had to do it all over again, I might have eventually moved . . . but I might have taken a little longer time to do it, which would have satisfied both careers a little bit differently.

Respondent 13 said, "I don't think it was one of the wisest decisions . . . knowing what I know now, I wouldn't go. I would have

preferred staying here." Respondent 18 remained in Tulsa after turning down a transfer due to her husband's job. When asked what her decision would have been if she did not have to be concerned about her husband, she immediately answered, "I would have gone" without hesitation, implying some dissatisfaction.

Three interviewees remarked that the growing process which accompanies change is necessary and positive. They expressed that in order to grow and progress as a person you have to be willing to change, even if it means leaving security for a number of unknown factors.

Two women mentioned that they were uncertain about their present satisfaction because they were still making adjustments and it was too soon to tell if the decision was completely successful. Respondent 5 is presently asking herself a number of questions as to whether the decision was right. She is observing her husband going through job changes and both are experiencing stress and anxiety. Although the decision took place almost two years ago, she says that:

We have been able to maintain ourselves such that if anything ever did develop with a major firm here . . . he's at an option to investigate, and if things, it's better than what he's doing now, we'd do that. He has not made a commitment to go full force and acquire a large staff, I don't think he's reached that level of commitment, we're still in an evaluation wait and see posture. . . . We've gone through some rough times in terms of learning.

Respondent 20 said that her husband is having a difficult time adjusting to Oklahoma; after living in Tulsa for a year she stated that, "It's hard to say that it was the right decision or the wrong decision now, it seems too soon."

In summary, women responded to how they felt about the decision at the time it was made, and how they felt about it at the time of the interview. The data reported that the women had mixed feelings. After the decision was made, some women were satisfied, some partially satisfied, and some dissatisfied. Several women felt the choice was necessary, while others felt animosity, happiness for their spouses' opportunity but not for themselves, and some did not want to leave their jobs or career.

Looking back on the choices made, the majority of women felt they made the best decision at the time. This was a result of re-viewing what has happened to their lives since the opportunity was offered. Several other women wished they had taken an alternative available at the time, and two women were unsure of their present satisfaction because they were still making adjustments as a result of the decision.

Conclusion

The women reported environmental, personal, financial, and career considerations they felt were important in arriving at decisions. Some women also noted other concerns they would consider the next time a relocation opportunity arises.

The data also revealed various methods of problem-solving between spouses. The two main approaches were either systematic (balance sheet or visits) or non-systematic. Which spouse made the final decision and the time factors involved were also noted.

It was determined that there was a lack of data in the interviews to answer the research question regarding patterns of decision-making

in dual-career couples. The little relevant information was reported in the previous section on decision-making.

Other data suggested several themes for predominant outcomes. Reports included who the decision was for, the nature of the decision, the final choice, and the location.

Finally, satisfaction of the individuals was looked at. The women reported present feelings and satisfaction at the time the decision was made. Many women indicated mixed feelings ranging from a high degree of satisfaction and happiness, to a high degree of dissatisfaction and animosity.

CHAPTER IV

ADDITIONAL RESULTS

After the data was collected and reviewed there seemed to be additional material that permitted tentative answers to two additional research questions. These two research questions were formulated and tentative answers were drawn from the interview transcripts. Since these research questions were not identified prior to data collection the interview schedule did not include questions focusing specifically on these issues. Consequently, any conclusions or answers to the research questions must be regarded as tentative since they are based primarily on comments which the interviewees offered while answering questions about other topics.

Problems for Family Members

The first additional research question was "What problems are created for family members when one family member moves in order to advance his or her career?" In reviewing the available data, it was evident that problems were encountered by family members and spouses of those employees faced with an opportunity to relocate. Seven of the 24 women interviewed expressed feelings pertaining to adjustment problems for themselves or their husbands after the decision was made. Although the subjects volunteered their concerns throughout much of the interview, information was mainly offered in response to the following questions: "Did you or your spouse feel any pressure?"; "What were

some of your (or spouse's) initial reactions to the offer?"; "How do you feel about the decision now, looking back?"; and "Sometimes it seems that people have bad feelings or animosity when they compromise to make a decision at the time, but because of the good of the family they put these feelings aside. Did you ever feel that way?"

There were numerous concerns that the women acknowledged during the interview including dissatisfaction with the environment, a degree of trauma, job satisfaction, poor self-image, career change, salary change, and jealousy.

The most frequent response was some type of dissatisfaction with the new environment. Five respondents mentioned worked environment or the living environment in Tulsa; three specifically referred to problems in adjusting to the work environment when they moved to Tulsa for their husband's career opportunity. One of those subjects had concerns about starting all over again. She was disappointed, stating:

I felt that when I came out and started to research the area, that the environment that I was used to working was quite different here so that it made me a little skeptical as to what kind of job I was going to get, the way they organized and structured. . . . I also felt there were very few opportunities for me because I think the movement for women is much further behind here . . . progressiveness and job levels and acceptedness of women in the job market, and the levels were different. . . . I still had apprehension about what was available and I took a lesser scope . . . of responsibilities.

Another respondent was extremely dissatisfied because she did not want to leave her position and break up her career plans knowing that "[in Tulsa] the state of the art would not be as advanced. The pay salaries at my job level would not be at the same level. I knew that I was

going to have to take a cut in everything, including opportunities." After arriving in Tulsa, another respondent felt resentment because she had a difficult time finding a job and salaries for women in her field were considerably lower than in the city where she had lived previously. She found herself lowering her salary on her resume to appear attractive for positions in the new area. She also described the difficulties of trying to get interviews because she had limited contacts in the new area.

Other respondents also acknowledged problems in getting accustomed to Oklahoma. One respondent remarked, "the whole environment is so different than the East, that shock factor was pretty great to me as far as the environment." Another mentioned that she "spent a year or two years having some problems of getting used to the area." Referring to her entire family, one woman commented on a move to California, stating "The life style out there was just something that was very hard on the family, and so it was either that [moving back] or, you know, [divorce]." Finally, one interviewee referred to the environmental strain on her family by stating that her husband had a more difficult time than she did adjusting, and one of her sons moved back East to their previous location.

One problem expressed by some women was some degree of trauma for the "accompanying spouse." This difficulty was evident throughout the responses but several respondents specifically stated that it was a hardship for them as an "accompanying spouse." One woman indicated that "It was probably a lot more traumatic for me than it was for him." Others responded similarly about the difficulties, commenting that "It

created some trauma for me," and "you see someone that you love very much going through a real struggle." It was evident while interviewing one respondent that the move to Tulsa was traumatic to the degree that she temporarily withdrew from her career as well as from other aspects of her life in the new location. Some of her feelings shared in the interview were:

I was very unhappy. . . . For a good year, or almost a year, I was pretty upset with everything, everybody; I hated Oklahoma . . . I pouted for a year and did nothing, and then I finally pulled myself together and said, 'This is ridiculous, I can't waste my life sitting around the house; I'm not cut out to be a housewife. . . .' I'm not saying that it was easy or fun because it wasn't.

Women and their husbands experienced various degrees of job satisfaction after changes were made in their lives. After one husband was offered an opportunity to move, the couple decided to remain in Tulsa; the husband then established another career path, becoming a private consultant. After observing his behavior for almost two years, his wife commented:

He does not enjoy what he is doing as much as he enjoys being part of an organization, and he's a very gregarious outgoing person that likes to have ongoing relationships with his staff, his peer group, and his superiors, and that kind of environment to him is more rewarding personally, whereas now he goes into a business, does his magic, and then he's gone. . . . I think his personal satisfaction is less.

Another respondent felt personal dissatisfaction because she was not happy with her first position in Tulsa. She found it difficult to meet new people because the organization was so small. She remembers getting depressed and becoming more and more introverted.

Poor self-image was attributed to dissatisfaction by three of the respondents. Speaking of herself, one woman felt that, "For

awhile you feel like a zero because in our society so much of our image is built on your profession." Another interviewee noticed herself becoming introverted, becoming a different person whom she did not like; she began to lose her self-confidence when she had difficulty in finding a job immediately. She reported that she experienced inner turmoil and began to question her capabilities and, as time went on, she felt less and less important. One respondent, who moved for her opportunity, expressed concerns for her husband:

The struggle that he had here was the fact that I had an opportunity to make my career going, to go somewhere, and his was a realization that his career was actually dead-ended . . . the pressure that my husband felt, feeling that he was going to be nonproductive for awhile.

Two people changed careers because of available opportunities. One woman changed when she moved to Tulsa with her husband. She felt angry and rebellious at first, and refused to get involved in another position. She finally made contacts through her husband and realized that she possessed skills from her previous career which she could employ in other capacities. Looking back, she rationalized:

It [the change] made me sit back and reassess my career and my personality and the fit, and I decided that I really shouldn't have been in nursing to begin with. You know, somebody should've gotten a hold of me way back as an undergraduate and said, 'that's not really your personality, explore some other avenue,' but I never did and I never got that kind of guidance, so I did the appropriate thing for 10 years and then said, 'I've had enough,' and got out.

One resident of Tulsa remained in the city for his wife's career and changed career paths. His wife mentioned that after assessing all of the considerations, particularly the tight job market, he formed his own company, creating his own opportunities. She felt it has

been interesting but difficult to "learn the ropes" and her husband is still evaluating his efforts.

Two women spoke of difficult adjustments for their husbands in terms of salary. Upon job changes and relocation both women received higher salaries than their husbands. They received full support from their spouses, but both women stressed that while the husbands had not expected to be bothered by the salary change, in actuality they had a struggle in accepting the fact. And one husband reportedly felt jealousy for his wife, not particularly with her job, but with her opportunity to achieve.

In summary, data from the interviews indicated that families and accompanying spouses do experience problems with relocation changes. Depending on the situation, individuals reportedly were dissatisfied with the environment to some extent, felt some degree of trauma, suffered a poor self-image, sometimes changed their careers, had difficulty with salary changes, or felt jealousy.

Characteristics of Marriage

The second additional research question addressed was: "What kind of marriages survive a dual-career situation? Regardless of the choices and compromises in the decisions of these couples, all but one couple have remained married. Although no questions were specifically prepared to reach conclusions about this issue, there were many answers which contained information regarding the nature of the couples' relationships. After reviewing the interviews, several themes appeared. The responses seemed to indicate that these women

placed high values on their marriages, and also engaged in behaviors such as goal setting, open communication, flexibility, and supportiveness.

One factor mentioned by several women dealt with their love for their husbands and the value they have for their marriages. Five of these women relocated for their husbands and two interviewees remained in the present location, relinquishing their opportunities, because of their spouses. One woman, commenting on the move she made for her husband's opportunity, said "Well I was very unhappy about it but I valued my marriage over that, so there was no point in severing the marriage." Respondent 3 said that she loves her husband and that it is easy to find a good job anywhere if you are qualified, but that it is hard to find a good man. Another woman said:

There is nothing in this world more difficult than marriage, nothing. But at the same time it provides the greatest reward, and I happen to be married to someone who is a real father to the kids . . . he comes from a small town and a good sized family and home is first. He's progressed well in his job, but his job is definitely second.

Respondent 13 reported that she was reluctant to relocate with her husband but felt, "I'm the type of person who feels I am committed to marriage and so I felt that, well, the husband has to be the happiest person . . . I am marriage minded." Respondent 11, discussing the future, acknowledged that she and her husband felt strongly about having a family someday and they would have to change considerations slightly when faced with relocation again. She stated, "We agree that our home life and family is most important to us." One interviewee said:

I consider my alternatives or the other part of it which, in my case, is a divorce, and at times I seriously

considered that, but what usually brings me away from that is the thought of what my life would be like when my career is over, when I was about 60 years old. . . . I would have a lonely life to look forward to . . . I'm also sure of my happiness with my family.

Three women specifically reported that they set goals and objectives with their husbands in their marriage. Respondent 12 said:

We're still planning as to where we want to be in 5 years or 10 years . . . I think you've hit on the key and that is planning; as long as people choose to have dual-careers in a marriage that they plan constantly . . . if you step on someone's toes it's better to step on them in a planning session than to come home one day and say, 'Hey, we've got to do this and if you don't, it's your problem.' When it gets to that point then you suddenly lose the marriage and along with the marriage you lose the goals that you set marriage-wise and career-wise.

Another seemingly important aspect of these marriages was open channels of communications. Four women specified that they let their true feelings show during decision-making and 10 women talked about speculating with their spouses regarding the future. One respondent said:

I think I made those feelings known . . . if you have a close relationship with someone than you are allowed to have that animosity until you find out all of the things that you need to do to settle it. . . . You can't live with the situation that, like if I said I will do it, I won't complain, that's not really the way life is. If you will say you'll do it, and you are willing to try something, and still if you can't vent your problems with that decision, then you really do have a lot of, you know, a lot of closed communication.

Respondent 12 said that "In order to plan you really have to be able to communicate, communicate well and candidly."

Many women reported that they speculated with their husbands about the future. They all seemed concerned about the welfare of their marriage and family, using knowledge from past experience to

make decisions about future changes and relocations. These couples tended to view the likelihood of moving, the compromises they would have to make, possible changes in the family structure, and each spouse's career, as considerations in preparing for the future.

Flexibility and supportiveness were two factors which are difficult to distinguish from each other. Many of the responses from the data suggested compromises and concern for each other's careers, and data has been collected under this comprehensive theme. Six women specifically remarked that flexibility was highly important, while others related incidents that illustrated the same concept. Respondent 4 said:

I think the most important thing or the reason that I have a marriage that has gone on for 20 years and that I am really as happy as I am, and I feel like I'm still growing and developing, is that my husband has been very flexible; he's also grown a lot too. And I think that's probably the most important thing.

Respondent 5 stated that, "What we're trying to do is whatever compromises either one of us has to make, to accomplish, our overall objectives so that maybe neither one of us is going to have exactly what we want." Referring to her husband's feelings about her sacrifices in her career, respondent 5 continued: ". . . my husband having recognized and realized that [her sacrifices] and saying, 'hey, I'm tough and I think I can do something to keep you from having you go through that. . . ." She concluded by saying that if her organization wanted to relocate her she would not move because of the sacrificing trade-offs her husband has made for her career.

Other data specifically advocated supportiveness. It included statements such as the following from respondent 1: "It [the decision]

took a long time because [my husband] put it off as far as, because of my feelings, for almost three months." Respondent 5 indicated why her husband's attitude was supportive. She stated that he came from a family where the females were career-oriented and that he had observed the struggles they encountered to progress in their fields. Respondent 7 referred to mutual supportiveness and said,

. . . had I opposed, we very likely might not have [moved], simply because he had reservations of his own and if I would have had reservations, you know we may not have made the move.

Other women also spoke more specifically about supportiveness, referring to compromises and concern for each other's careers. One respondent commented that her husband strongly stated his concerns for his wife's career in every interview he encountered. Considering the alternative of commuting somewhat, she reported that her husband approached the organization stating, "If that were the case [commuting], you [the organization] better support me in whatever it takes for me to get back there." Similarly, another respondent said that her husband was keeping her in mind when he went to interviews; she was concerned that her husband was becoming stagnant in his position and supported his urge to relocate. Prior to the final decision, respondent 6 reported that she and her husband discussed compromises they might have to make. She stated:

If we were unable to find two good jobs in the same place, that we would be willing to live apart for as long as a year, but we would not be willing to live apart longer than a year. And the reason for that is that we felt that might be the price you had to pay if you were serious as a couple about your careers.

Respondent 7 commented on the support her husband displayed while she trained away from home for her new position. She compromised to

relocate for him and he, in turn, supported her later. She said:

The only reason I was able to do it was because of my husband, totally . . . the majority of husbands probably would not give up what he had given up, but part of that relates back to the time that I was talking about earlier, when I moved here from _____ . . . it was a difficult move for me . . . and when this job came along he knew that it was similar to what I had done before; he knew it was what I had been looking for . . . he certainly was more supportive of me than most.

Respondent 15 talked about the equality of their careers, saying

"There was never a question of whose [career] was more important."

Mutual support was reported by respondent 17: "If we had the opportunity to move and he wanted to, and it was an opportunity to him, I'd move and I'd encourage him to move. . . . If I had this stupendous offer and he was able to move, I think he would try to attempt to transfer." Several other respondents also had husbands who supported their careers.

In summary, the data suggested many factors which contributed to the survival of the marriages of these women. The interviewees mentioned areas of their relationship including flexibility, supportiveness, open communication, goal setting, and a high value for the institution of marriage.

Conclusion

In conclusion, the data provided tentative answers to two additional research questions which were included in this section. The respondents reported several adjustment problems that family members learned to cope with, and offered possible characteristics of marriages which survive dual-career relocation strains. In the next chapter these results are discussed and conclusions are drawn.

CHAPTER V

DISCUSSION AND CONCLUSIONS

The two preceding chapters have reviewed data relevant to seven research questions, five of which had been planned in advance and two of which were generated after the data had been collected. As noted in those two chapters, the data collected in this study permits answers to six of the seven research questions. In this chapter the data will be discussed, some practical applications will be suggested, and suggestions will be offered for future research.

Considerations

The present research found that couples consider a variety of factors when contemplating possible relocation. This is consistent with Hall and Hall, who constructed a list of important factors including career factors for both spouses, family factors, and personal/individual factors. The most frequently reported considerations in this study were the husband's career, the new environment and life style, the wife's career, the change in salary, relationships, values placed on marriage, and the cost of living in the new location. Holmstrom's study indicated that the attractiveness of the offer was highly important, and that a couple was unlikely to turn an attractive offer down. The data from this research suggests that is not the case, perhaps because the family or dual-career spouses are looking at

more facets of the proposed change. It is interesting to note that although the change in salary was a consideration, it was not the major or predominant factor influencing the decision in the present investigation. The differences between this and prior research may result from changing social mores, or from geographic differences, or from methodological differences (e.g., the focus of the present study on communication behavior), or, perhaps, other factors.

Decision-Making

In the present study it appeared that a relatively large number of the couples used a systematic method of problem-solving. Couples who viewed their careers as equal or nearly equal seemed to approach their decision-making very rationally, preparing lists of advantages and disadvantages. This is consistent with Ogden's research.

O'Flaherty stated that couples rarely went beyond discussion when faced with problems and decisions. In this study it appeared, however, that when couples were flexible and viewed their job positions as somewhat equal, they had plenty of discussion and weighed the options carefully. Those dual-career couples in which one spouse had a narrow scope to his or her job, or was restricted to a specific location, or was inflexible in some other way, seemed more prone to behave as predicted by O'Flaherty.

The data did not seem to indicate that rigid time constraints made couples choose more traditional options. This finding is in contrast to the research done by Wallston et al. The present study did not, however, collect a great deal of specific data about perceived time constraints and may, therefore, be somewhat misleading.

Predominant Choices

Consistent with Holmstrom's research, the majority of the wives in the dual-career couples took more risks by relocating for their husbands' careers without obtaining jobs in the new locations prior to moving. In most of the instances reported, the career opportunities were for the husbands. This may have occurred because the men, in many cases, held higher-level positions than their wives, rather than directly because of an individual's sex. Perhaps wives will continue to take the larger risks until women begin to climb corporate ladders and to obtain higher-level positions.

Some of the women would have liked to relocate for their jobs but had husbands with limited careers in either skills or location. Other women had husbands who simply were reluctant to move. This information is consistent with Lynn's research.

Few women considered commuting alternatives with their husbands; this is consistent with Holmstrom's research. Two women thought about it, but did so with the stipulation that it be for a reasonably short length of time; for example, a year. Neither woman acted on the alternative.

Satisfaction

The majority of the women seemed satisfied about their career decisions in retrospect. Some had been pleased initially, while others were happy for their spouses but unhappy for themselves. Almost all seemed to have achieved satisfaction after they were settled in the new location. But several women, who could not move because of their husbands' positions, would have preferred an alternative choice.

Problems for Family Members

It seemed apparent in the study that the spouse accompanying the partner with the opportunity has the more difficult time adjusting to changes. In this research, as in the Hall and Hall study, many of the women reported experiencing trauma; they had difficulties personally as well as professionally. Many accompanying spouses had problems searching for new positions, were reluctant to leave favorable jobs behind, had to rebuild self-identity in work situations, and reported feeling unsure of their self-esteem. It would appear that "accompanying spouse trauma" may be a serious and inadequately appreciated stress.

Characteristics of Marriage

The research also indicated some of the characteristics of relationships that survive dual-careers. All of the women seemed to place a high value on their marriages. Those couples who viewed their two careers as essentially equal consistently displayed a high degree of flexibility and supportiveness for each other personally and professionally. They appeared highly adaptable, willing to make trade-offs and compromises for the optimum benefit of the couple. Many of these marriages seemed to have a high level of communication through discussion, goal-setting, self-disclosure of honest feelings, and speculation about the future. The marriages where one spouse is somewhat limited and dissatisfied because of his or her spouse's relocation limitations seem to survive and remain healthy because of the priority the husbands and wives place on keeping their marriages intact.

In the preceding paragraphs the results of this research have been reviewed and compared to previous research. While the present data are generally consistent with prior research they also reveal, in greater detail than prior studies, the nature of the decision-making in dual-career couples. The differences between these findings and the findings of previous studies may be attributed to several factors, most of which have already been mentioned. It may be, for example, that dual-career couples living in the Tulsa area differ from dual-career couples who live elsewhere. Indeed, several interviewees remarked on geographic differences in opportunities for women. It is also very likely that differences can be partially attributed to changing social norms. The roles of husband, businessman, wife, and businesswoman are clearly in flux so one should expect to find some difference due simply to the passage of time. And, of course, methodological differences such as personally interviewing the women (rather than using mail questionnaires) and focusing explicitly on communication and decision-making are sure to have affected the results achieved.

The data also give rise to the following additional observations: First, since all of these women have had at least one opportunity to relocate, some having more than one, relocating seems to have become a way of life for many working individuals. Holmstrom's assumption that companies expect their employees to relocate where they are needed and when they are needed was supported in this study. Second, it appears that working women may be faced with career relocation decisions at a younger age than those interviewed in Holmstrom's

research. Many of the women in this sample reported opportunities in their late twenties or early thirties. Finally, it was somewhat surprising that many of these women did not have college degrees. It appeared that many middle-aged, successful businesswomen have succeeded because of hard work, sacrifices, and experience. The younger professional women seemed more likely to have college degrees.

Implications for Business

This study indicates many issues that confront dual-career couples. These concerns are also important to an employer as well as to an employee and her or his spouse. Many women indicated that the organization could have helped facilitate an easier transition when relocating, but did not. It seems appropriate therefore, to offer some tentative suggestions for business organizations who wish to assist employees in making satisfying choices. These include attitude change, offering alternatives, and providing services to assist the employee.

The first step in assisting employees is directed toward attitude change within organizations. Corporations need to become aware that the problem exists. The relocation issue affects employees, families, and organizations. If families experience a difficult time adjusting to relocation changes, the employee may carry the tension to work, making him or her less satisfied and less productive.

Secondly, the organization needs to take an active interest in the issue of dual-careers by being supportive of the decision made, and by offering alternatives to the employees who decide not to relocate. Some employees choose not to relocate, yet find themselves

locked-in, not considered for a promotion any longer, and feel that they have to move to another organization to advance. One interviewee suggested job structuring where it was applicable. The organization could provide these employees a new option or alternative by restructuring the title or position of these persons to enable them to be more productive for the organization.

Specific services might also be provided for accompanying spouses. Organizations or groups of organizations might help such individuals to secure appropriate employment, provide information and counseling concerning "accompanying spouse trauma," give their employees training and time so that they may assist their mates during "trauma" periods, or provide values employees with training in marital communication so that their marriages will be more likely to survive. But for these or other changes to occur organizations need to make conscious efforts to assist dual-career families by organizing resource departments to work on the issues and to facilitate change.

Suggestions for Future Research

If this research were to be repeated, it could be strengthened by selecting a larger sample, by selecting only couples in which both spouses have professional occupations, and by adopting a more formal method of content analysis. Such changes would have strengthened the present study. The present study, however, does explore a new area and, as such, helps to clarify the types of research techniques which would be useful for future studies.

The present study also helps to clarify the types of issues on which future research might focus. After reviewing the literature,

conducting research, and reporting data, the following suggestions for further research in the area are made:

1. A survey questionnaire could be sent to large organizations to determine the level of awareness of dual-careerism, impact in the organization and individual employees, and level of active efforts (if any) by organizations to deal with the issue.

2. A study similar to this one could be conducted with intensive interviews with both husbands and wives, interviewing them individually and together as a couple.

3. A study could be done comparing and contrasting dual-career issues between dual-career and dual-earning families.

4. A study could compare and contrast dual-career issues between dual-career childless couples and dual-career families.

5. Research might focus on problems and issues affecting dual-career couples in a single, specific occupation.

6. Research could focus on dual-career couples who chose not to relocate to determine the impact that decision has had on their jobs.

7. A study could focus specifically on the problems of accompanying spouses and families in dual-career relocation changes through interviews or questionnaires.

8. A longitudinal study might investigate patterns of career decision-making between dual-career couples who have several opportunities to relocate.

9. Research might be done with dual-career couples who divorced as a result of an opportunity to relocate in order to determine the factors involved.

10. Dual-career couples who are commuting lengthy distances could be interviewed to determine impacts on the relationship and factors which help to maintain a healthy marriage.

One of the functions of exploratory research is to identify variables and issues for future investigation. As can be seen from the preceding list, the current investigation does suggest some specific avenues for further research.

Conclusion

Twenty-four selected Oklahoma women were interviewed concerning dual-career relocation decisions. Their answers provided insight into the factors which influence such decisions, decision-making techniques, and other related issues. The results appear to indicate that more research would be beneficial both to individuals and to employers; specific research possibilities were identified.

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APPENDIXES

APPENDIX A
CORRESPONDENCE

January 18, 1980

Redact
320 S. Boston
Suite 528
Tulsa, Oklahoma 74103

Attention: Mary Ann Clark

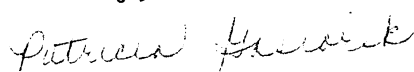
Dear Ms. Clark:

Last Wednesday, January 17th, I contacted you by telephone requesting your assistance with my thesis.

I am a graduate student at Oklahoma State University presently working on my thesis dealing with dual-career decision making. I will be interviewing women with careers and am interested in using the members of the American Society for Training and Development as my sample. Could you please send me a roster of the current membership of the ASTD?

Any sources you could provide would greatly help. Thank you for your time and cooperation.

Sincerely,



Patricia Gasior
Graduate Assistant

PG/rh

February 5, 1980

Redact
320 S. Boston
Suite 528
Tulsa, Oklahoma 74103

Dear Ms. Clark:

On January 18th I sent a letter to you requesting the roster of the current membership of the ASTD.

I need the information soon, so I may contact some women to interview for my thesis dealing with dual-career decision making. Since deadlines will be approaching in spring, the roster which provides my sample study is pertinent to my research. If you have any questions or need additional information regarding my area of study, please contact my adviser, Dr. Lamar Reinsch, or me, at the Oklahoma State University Speech Department. The telephone number is 1-405-624-6150.

Your attention in this matter will be greatly appreciated.

Sincerely,

Patricia Gasiorek

Patricia Gasiorek
Graduate Student

APPENDIX B

DATA SHEET AND CONTRACT

Data Sheet

Name _____ Age _____
 Occupation _____ (Years) _____
 Husband's Occupation _____ (Years) _____
 Years of Marriage _____ Number of Children _____ (Ages) _____
 Address _____ Phone Number _____
 Number of years at the present location _____
 Cities you have previously lived in since marriage _____

Longest time you have ever lived in one city _____
 Degrees received _____ Institutions where you have received
 your degrees _____

How committed are you to your career?

Not at all : : : : : : : Strongly

How committed are you to your present job?

Not at all : : : : : : : Strongly

How would you describe your career chronologically? (History)

How would you rank your personal priorities (One being the most important)?

___ Religious faith	___ Extended Family	___ Church
___ Children	___ Career Advance- ment	___ Spouse
___ Job Satisfaction	___ Community Service	___ Recreation

Contract

I am being interviewed to help Patt Gasiorek of Oklahoma State University with research about working women.

I realize that all information obtained will be used anonymously, and solely for research purposes. I also understand that the interview will be taped, and statistical summaries of data obtained may be released for research.

I have read the above statement and am in agreement.

Signature

APPENDIX C
INTERVIEW SCHEDULE

Interview Schedule

Have you had more than one opportunity to relocate?

Were any of them more difficult to make or more important?

How long ago was the opportunity?

What was the approximate length of distance?

What did the changes entail for you (or your husband)?

Whom did you (or your husband) discuss the offer with?

Did anyone give you any advice? What about?

What were some of the outside influences you had to consider?

Did you feel pressured in any way?

Did you consider any alternatives?

What was your (or your husband/s) employer's attitude toward the move?

Did you feel that the company owed you anything or had an obligation to you?

How did you approach the subject with your spouse?

What were some initial reactions?

How did you reach the decision? (On your own, joint, problem solved?)
Was there a systematic way of attacking the problem?

How long did the decision take?

How did you feel about the decision then?

How do you feel about the decision now, looking back?

It seems that at times people have bad feelings or animosity when they make a decision at the time, but because of the good of the family they compromise and put their feelings aside. Did you ever feel that way?

If you encountered the same situation again, would you deal with it in the same manner as before?

What would your decision be if you didn't have to take into account your spouse's career?

Did you discuss the issue of relocation before marriage?

What were some things you discussed?

Do you ever hypothesize now about the future?

I haven't got any other questions except can you think of anything I have not mentioned or overlooked that you feel may be beneficial to my study dealing with dual-career relocation issues based on your experience?

APPENDIX D

SAMPLE INTERVIEW TRANSCRIPTS

Interview A

1. Have you had more than one opportunity to relocate?

Not really being offered a job. I've had several jobs that have moved from Tulsa, but I've only, I think it's directly been, have to sign a paper 'did or did I not want to move' the one time. (Is that the last one?) Yes, the move to _____.

2. What did the changes entail for you?

To move to _____. Well, first of all, there would have been the divorce. No, it would have meant relocating the home, my husband trying to get a transfer, just uprooting. (Any change in terms of your position?) No, it would have been straight across the board.

3. Who did you discuss offer with?

My husband, nobody else. There wasn't any more discussion because it was pretty well known before what I would do.

4. What were some outside influences you had to consider?

The home, the husband.

5. Did you feel pressured in any way?

No, none.

6. Did you consider any alternatives?

The only alternative was retail kept me or I would have gone with another one of the _____ here if there was something available; the only other alternative would have been to leave the company.

7. What was your employer's attitude toward your decision?

I think it was known before I turned in the sheet that I would or would not move; I think they knew which ones would go and who would not, so I think it wasn't any surprise to anybody.

8. Do you think that when companies move people they owe anything to spouses?

I think the company tried to and there were cases where they did, so I don't know that they owe it to them but I think that they did try.

9. How did you approach the subject with your spouse?

Well, I think we knew for a long time that it was going to move, we didn't know when, so I don't think it was a big shocker when you come in and say 'the offices are moving' because we had talked about it for months that there was a possibility. And it wasn't a big shock, it was just, 'they're moving!'

10. What was his initial reaction?

Well, he had asked me before when we had discussed this if I thought I wanted to move to _____, because there was a possibility that he probably could either now or eventually transfer with his company, but I never wanted to move as it was. I guess there just wasn't a lot of discussion, just more information that I had that they were moving; there was no big, deep discussion of whether we should or should not.

11. What are some of your reasons for not moving?

Well, number one was his job. I didn't feel that he should have to uproot. He was happy in his job, he was happy with the group he works with, and we just bought a new home a couple of years ago that we love, love, love. I did not want to at this time to move from here. I think my case may be different than a lot of them in that my age--I'm getting closer and closer to retirement, and it's not so important to me to try to climb the ladder. If I was younger, I think we would have discussed more about moving to _____. I'm at the point where I don't have enough time to go up the ladder nor do I particularly want to. I'm at the time where I think I have all of the responsibility I want, and if I could just hold that and accomplish that then I'll be satisfied.

12. How long ago was the decision made?

They started all of this in the first of the year or around spring, I think. They had been discussing maybe two years off, and then all of a sudden it went zap, it just came through and they made the decision to move, so then it was sudden when it came in that we all thought that it was further down the road. Everybody's been talking that we'll give it a couple of years, give it a couple of years.

13. If you encountered the same situation again, would you deal with it in the same manner as before?

Absolutely.

14. What would your decision be if you didn't have to take into account your spouse's career?

I think it would have been the same. I've had (the job) for three years and it's been constant pressure, which I like. I

wouldn't like a job that was just routine, but after awhile you get tired, and while the job I'm on now has constant pressure, it's on a lower level. Moving to _____ would have been in the headquarters and what I've heard from others in _____, even those who have not moved from here to _____, but those just working in _____, it's constant pressure, pressure, pressure. And at this point in my life, I'm, I didn't particularly want to take on any more of that. In fact, I have kind of bordering on a workaholic and I would like to break that habit and try to start enjoying myself, but I enjoy my work very much.

15. Are they giving you the same position staying here?

No, I have a different title. The job duties are very similar with some new ones, and also before I was on the staff position where I am supervising now.

16. Did you ever discuss relocation before marriage?

No, but I've been married so long that back in those days women did not relocate. In fact, they hardly ever got beyond the secretary, see I started about 25 years ago and the women just were not.

17. Do you ever hypothesize now about the future?

We haven't particularly talked about it, but I have seen by working here the men that have moved various places, and their lives and what they go through with the move, and if we had the opportunity to move and he wanted to and it was an opportunity to him, I'd move and I'd encourage him to move. I just think it's tragic sometimes to guys and what they go through with their wives that doesn't want to move and it would be a big advancement for the man. His career I think would come first, but we never had any problems with us both working or with me traveling or anything like that. We both see each other's point of view and there's no problems whatsoever, so I suppose that if I had this stupendous offer and he was able to move, I think he would try to attempt to transfer, if there was a place for him to transfer to, if it was in a city where his company would operate.

18. I haven't got any other questions except can you think of anything I have not mentioned or overlooked that you feel may be beneficial to my study dealing with dual-career relocation issues based on your experience?

Well, I do know that there are cases where a woman gets into a position where it could be travelling or unregular working hours, that if she does not have the complete cooperation of her husband it makes it very difficult for her and it sure makes it a lot better if they can come to an agreement on it. I've seen cases where the husband fights the woman and it makes it, when I say

fight her, causes problems at home with her working hours or her travelling, that it's hard enough to do the job without having to fight that too. Before I took the second position the job that I went into from a clerk to an analyst, that's when we had our talk about the hours. I knew that I would have to be working, at that time one night a week, until maybe midnight on closing. And I would be working with four other fellows, and I told my husband I have to work, maybe 'til 12 midnight or so, and he said, "You can do it. If you get tired get yourself a cup of coffee and rest awhile, but you can do it." And so I had his complete backing all the way, which has made it very easy for me. I think a woman that works can see a lot better what her husband has to go through than maybe a woman that doesn't work.

Interview B

1. Have you had more than one opportunity to relocate?

No, basically it's been just one, mostly by choice.

2. How long ago was the opportunity?

We found out about the job in November (1979).

3. What was the approximate length of distance?

From _____ to Oklahoma, about 650 to 700 miles.

4. What did the changes entail for you or your husband?

That's one we're proud of, because it entailed opportunities for both of us. My husband was with the company before we were married and it was something we knew about while I was in school, and so I chose, after we did decide to get married, to join his company, and then that would afford us opportunities both once I joined it. He moved here with a position in an area that he's earned a degree, he's in the accounting department now, and working on a degree in accounting. I moved here in data processing which allowed me to continue the career that I started at _____, so opportunities, as I said before, were for both of us. (So the opportunity was mainly for your husband with an option that you would have a position, or you both got positions at the same time?) Both. I interviewed with the company for a position with the Tulsa office by choice. I would only work for them if I could get into a Tulsa office and that was with an unwritten condition that my husband would be able to transfer here. And I proposed that as a benefit to the company because if I didn't work for the company he could end up moving away from the company and losing the investment that they had put into his education, for the eight years he had been with the company. So that's why I said the opportunity was twofold. There's a huge refinery in Louisiana.

5. What was the reason to look for a job in the Tulsa office rather than down in Louisiana?

Simply because it was in the home town that I grew up. We were there all our lives, and I've travelled most of the states and a little bit of international travel and I knew that the one thing that I wanted to do was grow but I couldn't grow there. The Tulsa office is the headquarters and could offer us more opportunities than a small, but it's really not that small, it's just restricted; there's only so much you can do in a professional environment there.

6. Once you found out about the opportunities available, who did you discuss your offers with? Was there anybody else? Either in the company or people within the organizations?

Only our personnel departments that were at both of the locations, if I'm understanding your question right, in the preliminary planning and in short, the move.

7. Did anybody give you advice?

It was recommended to us originally that I go ahead and accept my position as it was offered to me, and then tentatively they would be processing my husband's application for a position here, so we came here actually with me employed here and with him still being employed at the _____ location, but shortly thereafter he was placed here, I'd say within three or four weeks. Both of us were physically here together, we came during a holiday and there were several other things, a strike at the plant while he was spending some time here allowed him some extra time here, so it was kind of an advantage. There were some small advantages that kept him here for a few weeks, and enough time to get interviewed and be placed here.

8. What were some of the outside influences you had to consider?

The main influence, I'd say, would be the fact that I'd known long before we, actually we dated years before we got married and when I finished school he was already done with his college and had gone on to _____, and we talked about the possibility of marriage and if we had decided to at the time, I agreed with him to go to work for the same company that he'd go to work for, but only in a corporate environment, because having grown up in the _____ area there were numerous plants and major companies which had facilities in that area, but they're all very limited as I said before, for a professional career, so he always knew that if I would go with a company that it would be in a corporate office. And there was also something that pulled me or drew me to Tulsa that I really can't explain. It's a place I always wanted to visit, but never had the chance to, but always felt that I would enjoy living here. And we do enjoy it very much.

9. Did you feel pressured in any way? Or your husband?

Not at all, this was strictly a voluntary situation, I pursued the interview. I received the opportunity for employment here and my husband could benefit from that, so there was no pressure other than our own personal goals, being of major concern.

10. Did you consider any alternatives?

There were many alternatives. I could have gone back with my former job at _____, or I could have pursued several other things.

There were other options that I had in other states, one being in Iowa, and possibly one in Texas. (And these were different job possibilities?) Yes, those were different job opportunities. This one just afforded us both a certain amount of job security, future positions and opportunities, so we took this one as the best one.

11. Did you feel that the company owed you anything or had an obligation to you?

I think that a lot of it has to do with the company, and I'll explain that in a little more detail. Let's take _____ for an example because they are a moving company. When you go into a position with _____ you know the chances are that if you want to advance, you'll move. So that's a position or a proposal that they put to you in one of your interviews, and you go home and you talk it over with your family and you determine at that point when you enter the company whether or not that's going to impose a problem for you. If it does, then you bring back to the person interviewing you what you feel the family impact will be. And then you can more or less determine whether or not the company feels obligated. With your spouse employed obviously it doesn't, I mean it will, if he or she is employed, because you have to determine whether or not their career is compatible in the city you are going to move to. If they are not employed, then it has no major impact. But with a company like _____, moving is not as frequent, and if it is, the fields that my husband and I have chosen are fields that most of the office that we could possibly be transferred to would have openings in, and then that again that's why we took our situation and tried to make it the best for both the company and ourselves. So I used two different companies there to show you. I think I have shown you that the situations can vary. (Do you feel the organizations should help the spouse that has the other career?) I don't think it's a should situation, I think it is an encouraged situation, especially in today's environment where there are more families where both spouses are working and it does mean a lot to one spouse to know that the other is happy, and all of that has a lot to do with the job because if your home situation is not pleasant then your job production or your output on the job isn't going to be as great as it could be, and I think companies now more than ever are realizing that whatever you do to the person, you do to the family, and there is an impact overall. I think that so many companies are finding out that their employees leave, not because they aren't content with their job, but because the company asks only what the employee can do for the company, and not necessarily what the company can do for the employee's family. When one puts someone in that sort of situation and having recognized that, companies are trying to correct that wrong, and it is a wrong. Because you aren't complete without a family, you have chosen that kind of life.

12. Was there a systematic way of attacking the problem?

To some extent we did. We initially talked about working for the same company and then there was a point where we broke away from each other and that's why he ended up with one company and I ended up with another. Once we got back together again, we went back into that system of planning and that one particular planning session where we talked about whether or not to pursue careers in the same company, is what brought us to this point. So, to a certain extent we did, and are because we're still planning as to where we want to be in five or ten years. We sat down because we talked about salary and housing and investments and that kind of thing, and so it was both a brainstorming session as well as a write it up, tear it up, write it up kind of thing.

13. How did you feel about the decision then?

I didn't think it would go over as well as it did. My husband is more of a do it now, think about it later and I'm more of a think about it, and think about it again, and then do it if you really feel good about it. And initially I wondered how much of it he really would agree to, when it came to a move. And once he got involved totally, packing boxes and really realizing that for once in his life he was going to leave his hometown, he really got excited. And once we came to Tulsa he realized that there was so much here that he really didn't realize and he was willing to enjoy, he became really excited about a position here and wanted just that much more to get to work and get involved. And he's involved.

14. How do you feel about the decision now, looking back?

Couldn't have made a better one. We're trying to get the rest of our family here. That's why I kind of laughed when I saw extended family there because just this past week my brother was here looking for employment in Tulsa because he's fallen in love with it. We love it a lot, and we've been recruiting like crazy. People keep telling us to quit.

15. If you encountered the same situation again, would you deal with it in the same manner as before?

Oh definitely. We do that periodically, sometimes planned, sometimes spontaneously. He comes in and has had a bad day and I say, "Well, if you'd do things differently, would you want to stay in the job?" and he goes, "Well, of course, I just wouldn't have the same supervisor, or manager, or something like that," or "I'd be in a different department." There's moments when I feel the same way. I think the company has a lot to offer and that's the major reason why we went with a corporation. I'm not one to hop around on jobs and neither is my husband, so it's better to be in an environment where you have multiple opportunities than to have to keep going from door to door knocking.

16. What would your decision be if you didn't have to take into account your spouse's career?

I would be overseas now. I would be back in foreign service. I had an economic internship with the State Department and had I not chosen to get married I probably would have gone back overseas, maybe for 10 years, had a career in foreign service and learn more about international affairs, a little more training than in my original background, which was economics.

17. Did you conform to your original ideas that you discussed before marriage?

We basically conformed to the original things in that we did go with the same company, we changed a few of them around in that, in terms of education, the degree that I have and the background training I have allows me and affords me the opportunity to pursue the career and field that I'm in, which is good. My husband now has gone back to school and further develop his career in accounting. And from that standpoint that has changed because originally he said that after we got married that I would probably go back and finish my masters, and right now I feel comfortable in that position and I feel comfortable, fairly comfortable with where my salary is going, so I can make that sacrifice for him too, to get up to his standards, and then we'll go half and half and by then our son will be old enough so that we won't have to, you know, one won't have to pay a smaller price than the other.

18. Do you ever hypothesize now about the future?

Mainly we talk about additional education, that's always in the planning, because we just can't get enough at this point and there's so much to learn both career wise and future wise just in terms of investments and financial security. In addition to education we talk about job positions, where we really want to be in 10 years, what kind of salary ranges we want in those 10 years, what kind of home life we want. We're sacrificing certain luxury items that we'd for sure like to have in 10 years. We still want that overseas experience, my husband has not had it and I'd like to see him pursue a position preferably with the same company, so that we can get overseas and get back and it would be a good experience for our son too, because I think every child should travel.

19. I haven't got any other questions except can you think of anything I have not mentioned or overlooked that you feel may be beneficial to my study dealing with dual-career relocation issues based on your experience?

I think you've hit on the key and that is planning. As long as people choose to have dual-careers in a marriage that they plan constantly, and communication would be the second one because in order to plan you really have to be able to communicate, communicate well and candidly. If you step on someone's toes, it's

better to step on them in a planning session than to come home one day and say, "Hey, we've got to do this and if you don't it's your problem." When it gets to that point, then you suddenly lose the marriage. And along with the marriage you lose the goals that you set marriage-wise and career-wise; you don't know what a divorce will do to you . . . planning and communication.

Interview C

1. Has there been more than one opportunity to relocate?

Yes, two opportunities.

2. Was one more important or one that was a harder decision to make?

Yeah, the first opportunity to relocate was more advantages; the decision was pretty easy. It was more advantageous to stay where we were and advance my husband's career. The second opportunity to relocate was the toughest because there was real tradeoffs, pretty even tradeoffs, so you had to do some projecting in the future to see which would be the most beneficial. And that was the one that required moving from _____ . (Let's focus in on the second one then.)

3. How long ago was the opportunity?

1976.

4. What was the outcome?

We ended up moving.

5. What did the changes entail?

It was an advancement for myself. The changes in job opportunities were to, it would have allowed me to expand a specialist field into much more general areas which were absolutely necessary to progress into management. So the opportunity to broaden the scope was not unique but certainly rare, so when it presented itself, it was a, it was extremely important that it be thoroughly considered.

6. Whom did you discuss the offer with?

My husband and my children.

7. Did anyone give you any advice? What about?

I can't think of anybody off the top of my head. I discussed it with the employer, obviously, my current boss. But not outside of the immediate family.

8. Was it with the same company?

It was not.

9. What were some of the outside influences you had to consider?

Well, where his career can go given where he was, and where mine could go from where it was and there was never the question of whose was more important because that was always a, no matter what the level, there was importance there for each. So it was really weighing whether or not the opportunity was valid enough to make that move. So some of the items we discussed were his field as a whole. He was an aerospace engineer, was stagnant, and his, and he had been in the same position for 25 years or had been in the same company for 25 years. Opportunities for advancement for him were extremely limited. He had become so specialized, now he was dealing with only aerospace optical engineering functions, so he couldn't go anywhere. There aren't too many places making spaceships and submarines so the decision was not could he move, would it hurt his career, obviously it would, it would terminate that portion of his career. Should he start over in something else or should I sacrifice this so that he could continue in the specialized field? So those were very tough. It meant giving up a lot of things and he had become so specialized it was not desirable for him to do so. There was no rewarding, either recognition or monetary. So the decision was, I think I will change fields. Now when you've worked enough and have been that narrow for that long period of time and you're already 40 some odd years old, that's an awfully big decision to make, a big step to take.

But the decision was made that that was what we would do, which would mean that I would be the sole breadwinner for awhile until the reestablishment came along, and an examination of what it is I'd like to do. So the whole issue boiled down to career satisfaction at that point in time. I was very satisfied with what I was doing. I finally figured out what I wanted to be when I grew up, and he had become locked in and handcuffed with a position that was no longer challenging, not rewarding, but stuck nevertheless. But we made the break at that point in time. (Did you have to take into consideration your children's ages at that time?) Yes, as a matter of fact, that was a motivating factor to move. The children were young teenagers. I travelled a great deal in my job and so did he. They felt they were much too old for babysitters, but they were not quite mature enough to be on their own in New York City. So the opportunity to go to the Midwest where the quality of life we thought was better was desirable, so their ages were a, it didn't matter to me that they had to change schools, that was a small tradeoff for the advantages of getting them into a better environment.

10. Did you feel pressured in any way?

Oh, of course, how could you not feel pressured? There are time pressures; the company offered me the position, they needed

an answer right away. There was the pressure of making a break and the pressure of change per se. The pressure that my husband felt feeling that he was going to be nonproductive for awhile, and how do you go about working and handling that one? There was a, it would have meant changing schools in mid-year, and could we hold that off for awhile. I guess the others were just stress factors. It's a new job, it's a bigger challenge, it's breaking away from a secure position into an unknown. We were willing to take a chance on me being the breadwinner, can I do it, and that sort of thing. So those are the kind of pressures that we had.

11. Did you consider any alternative?

Only continuing as we had been in the past. It came as a surprise, the opportunity came as a surprise, and so it wasn't, I wasn't thinking of moving at that point. I thought that where I am I could slowly manipulate my way around, but it would have been, this speeded up the process tremendously.

12. How did you approach the subject with your spouse?

I can't remember the exact words. I will say that I didn't feel that it would be a subject that I would have to approach delicately. It was, I'm sure that, I can't remember, it wasn't traumatic. I just said, "Guess what happened to me today?" I would say we probably discussed it for a good, daily, for a good 10 days before we began to come to some sort of a decision.

13. What were some initial reactions?

He always prided himself on being very supportive of his wife's career and, well, he had always purported that, never having been faced with a couple of facts. One of the facts was what would happen if I made more money than he did and he said, "It wouldn't bother me a bit." When it actually happened, it was a struggle for him. Never at any time did he say, "You will not do this because I don't want you to," there was none of that demonstrative kind of activity, but the struggle came with that fact. And then the struggle that he had here was the fact that I had an opportunity to make my career going, to go somewhere, and his was a realization, something that he didn't want to face up to, which was that his career was actually dead-ended and that there was no opportunity for him to expand. You sort of live with, one of these days I'll get the opportunity, but if you really examine the issues and all of the concerns around those issues, that was a hard thing for him to realize. It wasn't the move that was the trauma, it was the realization that he was nowhere, he could go nowhere else because he had limited himself so.

14. How did you actually reach your decision?

I'm sure we both did a lot of thinking through in our minds. Most of it came out during discussions, and we must have discussed it, had a lot of non-discussions around it, it was just sort of spouting off, for a good long time. And then we spent a couple of days saying, "What would happen if we left things alone?" and "What would happen if we went?" and "What other concerns do we have if we went?" And so we did a real analysis, went through an analytical process, we didn't do it on paper, but I think it ended up being we'd exhausted all of our casual, it began to be a dead horse at this time, so we had to go through a logical process.

15. How long did the decision take?

A couple of days, tops; I think we already decided, I already decided what I wanted to do before he bought into it. I didn't have to sell him though, he needed to work it through, because I could see at that point in time, he was going through some real agony, thinking that 20 years ago I made a wrong decision when I decided to go that path. Because it funnelled.

16. It seems that at times people have bad feelings of animosity when they made a decision at the time, but because of the good of the family they compromise and put their feelings aside. Did you ever feel that way?

Yeah, I don't know if you would put it as animosity. My husband was very jealous at the opportunity because the opportunity to achieve, not the job itself, and so there was a time when there would be some striking out here and there, but you knew where it was coming from; you knew it wasn't valid. It was just a way of saying, "I really blew it, and even though you didn't do any more careful consideration up front about the direction you wanted to take, you happened to pick a field that you could progress in. I happened to pick a field that was dead-ended, and nobody knew it at the time." So that, the animosity was never directed at hurting anybody.

17. If you encountered the same situation again, would you deal with it in the same manner as before?

If my husband were still alive, I think so, because, well, I think because the first time, well, of course there was really no decision, it was obvious that we should go. The second time he gave up a lot and went through a lot of self examination to find out, to accommodate me to do what I wanted to, so I would give him the same benefit of the doubt, and I would sacrifice a great deal if the cards were stacked in his favor. That's a tough tradeoff. And if the relationship is not very secure, it would be a split; it could very easily be a split.

18. Would your decision have been the same if you didn't have to take into account your spouse's career?

Oh yeah, faster, though.

19. How long was it before you actually made the change?

Five months. I was hoping that I could get them to wait until school was out, which I was able to do. Otherwise, it would have been probably a maximum of a month to six weeks. It was a fast move.

20. Did you discuss the issue of relocation before marriage?

We did, but initially when I first got married, I was selling insurance, and eventually had my own business, and that's such a mobile field, and at that time I had no idea of what I wanted to do. I was just sort of fooling around. So, relocation would have always been in his favor because I could always do what I did wherever I went. When I finally figured out what I wanted to be when I grew up, that was when we had to concentrate and do some planning; it was a narrow path, you just couldn't do it anywhere. They only exist in certain size corporations, and the kind of philosophies and strategies of human resource development that I believe in are only available in certain areas, and they would have to be at corporate level, and there's only one corporate headquarters in each corporation, so it began to get extremely competitive. Not between husband and wife, but extremely competitive within my own pursuit of what I wanted to do.

21. I haven't got any other questions except can you think of anything I have not mentioned or overlooked that you feel may be beneficial to my study dealing with dual-career relocation issues based on your experience?

Well, I have this pet project that I intend to implement here as soon as I can get people, the men in the white robes, to agree that it's valuable to do so, and that is the organization who requests a relocation of an individual should realize that there is a great deal of trauma that goes on around that, and that you aren't dealing with can an employee do the new job, you're dealing with can the family as a unit manage that change to the new organization? So my pet project is to have the organization help the family unit manage the change. And I'm getting some people to listen so that you do get the organization involved and there is an opportunity, I would imagine now, I know now what happens most of the time. Not women, men, although it's becoming a much greater issue, but the men come home and say, "Honey, guess what? We're going to Peoria!" and drops it there. Well, he has his new promotion which is a stressful situation for him to deal with, but at least he has something to look forward to and then comes along this family unit, that has to just dig around in the weeds

to find it's way. I think it's a very unexplored area, one that has far-reaching implications that are not addressed by those who are requesting change. Having gone through it enough on my own, just the fact that no women were asked to relocate, no married women were asked to relocate, that's a big enough issue in itself. It would have been much less traumatic if the organization that I was going to lent some assistance in some way to helping the other spouse find the new niche; it didn't happen. It can change; it's not a difficult thing to have to change in the organization, all you have to do it, the only reason is a mindset, you can change policies and procedures. There are no laws that say you can't change, and even if there was a law they can change too, so if it's beneficial, if somehow it's going to pay off the organization, and that's what I have to figure out, how there is a payoff other than just good will.

Interview D

1. Have you had more than one opportunity to relocate?

Yes, in the fact that positions have become available within my own company for which I would have been qualified to get on if I was in the situation where I did want to move.

2. Were they opportunities that you had considered but in the chain of events, you and your husband had decided not to go for the job, was it something that you definitely had considered?

No, before the positions had become available, I had my own direction already pretty much decided to where, at this point, it would have to be a pretty special place before I would consider it, relocating, putting my career first, primarily because I do not want the responsibility of going to another city and the success of our happiness there would be very largely a part of success of my job. I would prefer that my job be secondary.

3. Well, let's take the most recent opportunity then. How long ago was it?

Within the last six months.

4. Was that an opportunity for you?

Yes

5. What was the approximate length of distance?

Probably 800 to 1,000 miles, moving further away from home. We have no family in Tulsa; our nearest family is 8 to 10 hours away (Nebraska), so this position would have definitely moved me further away from home rather than closer.

6. What exactly did the changes entail if you would have moved?

The primary change would have been a change of my husband's position. He would have had to leave the company that he has been with for 10 years, and looked into something else. And this I would rather he do at his own motivating rather than as to allow me to take another position. We have two children of which the change would be very much for them as well. They would not be opposing, opposed to moving at all, but it definitely would be a change for them. It would be additional responsibility in my job and it definitely would have been a promotion, but it probably would not be a great deal more demanding than what my present job is, so I don't think I'd see a dramatic change in requirements of me from a career oriented standpoint.

7. Who did you discuss your offer with?

Myself. (Just yourself?) Yes, I never really got to the point to where it was a question in my own mind as to what I wanted or what would be the best for us; that's not necessarily the right way to do it. Had I felt like my husband was ready to make a move and make a change or had an interest in going to this location, I would have pursued it more at that time, but I didn't have that feeling.

8. Was there another opportunity that you had that may have been a little more important than this last decision?

Probably when he was offered his last move which was six years ago, which brought us to Tulsa from _____. At that point in time I had a good position, had worked very hard to work up into that position, and for me to leave and start all over again, it was something that was discussed and certainly something, had I opposed moving, we very likely might not have, simply because he had reservations of his own and if I would have had reservations, you know, we may not have made the move. And in coming to Tulsa at that time I did spend a year or two years having some problem of getting used to the area.

9. What kind of a position did you have in Kansas City?

I was a junior accountant for _____ system in their corporate offices, and it was an environment very similar to this.

10. When you had to make that decision with your husband, did you discuss it with anyone else?

Yes, I discussed it with several of the people that I worked with, the gentleman that I worked for, and friends of ours.

11. Did anyone give you advice?

Most suggested that we go, simply because, and I have to agree, you don't know unless you try, and if it doesn't work out, you try something else, and I feel like had we not we would have always wished we had simply for the fact of not knowing. And it goes back to what I said earlier that I really consider my position a second in our relationship, and whereas I had my reservations, they weren't strong enough to say no, I don't want to go.

12. What were some of the outside influences you had to consider?

Our children were still young enough that moving them was not a problem. As they get older and in high school that is a problem of consideration. We were already a long distance away from home from our parents, and the rest of our families, so it was a consideration moving further away from home, and we did discuss that,

but it was not a high priority. That was probably the only negative factor for us, the fact of moving further away from home, and for me to have to pursue another position when I was doing very well in what I had.

13. Did you feel pressured in any way?

I felt pressured but I would have felt more pressure had we not taken it. And that I would have felt there again, that the success or failure would have been on my shoulders it was because of me that we would not go. If we made the decision to move it was our decision, and if it was successful it was our success if it was a failure it was our failure, but if we had stayed it would have been mine. So I felt more pressure by not going than by going.

14. Did you consider any alternatives?

The other alternative was for us to stay in _____, and my husband either stay with the same company without promotion at that time, and probably would have been a consideration the next time the promotion would have come up, or to find a job with another company. And it was a good move.

15. Would you have foreseen any problems had your husband stayed for his wife's career?

If he had not developed at the same rate, yes. I think the real key to what we're talking about is a husband and wife developing at the same rate. You both need to grow and you need to grow in the same direction. We go in and out of stages, all of us do, and it's very rare that you both hit the same stage at the same time, but as long as you are both advancing in your career, advancing in your knowledge and growing in self-confidence, then that's what it's all about, regardless of the place that you're at, whether you have to move to get it or stay to get it. Without that, it doesn't work.

16. What was your employer's attitude toward the move?

He was, he really looked out for my best interest. I think he agreed that it was a good move for me and it was not negative at all, but that was only because I had done a good job for them, and our relationship was a good one. And I left feeling like the job was done better than it had been before and that they had benefited by my being there and so I could leave without feeling guilty that they had invested a great deal of time and money into me and didn't get the return.

17. How long were you working for that company?

Three years. Which isn't a very long time; it is a long time in today's society, but in that three years I was able to go in,

to advance, to improve the situation that I was working in, and to do it more proficiently than it had been done before. And would feel the same way if I had left today in the job that I have. I have been with _____ for three years and have that same attitude.

18. Did you feel that the company owed you anything or had an obligation to you?

I don't know that I felt that the company did. But there was a resentment there. When I came to Tulsa I had a difficult time finding a job; salaries for women were 11 to 18% below what they were in _____. It's much better today, but six years ago, degree accountants were a dime a dozen, and it was difficult to find a job being a woman in a man's field at that time, shutting doors in my face. Probably the biggest obstacle was the fact that I hold a degreed position and I don't hold a degree. I presently, all of the people who work for me hold degrees, I do not, and therefore moving to a new city where I knew no one, had little contacts, it was very difficult to get in for the first interview. Plus I left _____ with a very good salary for a woman and people down here, you could not get in down here for the interviews, so I found myself lying on my resume, saying that I made less than what I did, simply so I could get in for an interview. And even the jobs that I was hired for at _____, the only reason that I was able to get in the door, was because they had several positions open at the same time, and so I was seeking a _____ position, which didn't necessarily require a degree, but required some experience that I did have, and once when I got in for the first and the second and the third interviews, then I went after the _____ position, what I really was after in the first place. So after a long period of time and not being able to find a job, there was resentment built there. I found it difficult to meet people when I did go to work. When we first moved down here from _____, I worked for a very small company, and it didn't allow me much exposure to get to know people. It was an accounting office manager position, so you were limited, there weren't any other women managers or women supervisors, and I was not happy there. The company that my husband works for, they did, help me, they did make some suggestions of the companies that I could send my resume to, and they're limited to what they can do, but they did come in and have me talk to their personnel manager, and they did send me on a couple of interviews, but that was the extent, they really can't be responsible.

19. Did you find it to be a difficult time for the temporary training period in Philadelphia and Chicago when you were commuting on weekends?

There was a lot of difficulty but there was a lot of opportunity. The time I spent in Philadelphia there was probably 15 of us from

Tulsa, and being there without our families allowed us to be family to one another. We did a great deal of travelling, we worked a tremendous amount of hours, but we played when we weren't working and it was a very good experience. When I went to Chicago, I was all by myself, I was the only one working in Chicago in the coordination of the moving of their accounting area, and so it was a totally different environment. I was totally lonely at that time. It was difficult because I was burning the candles at both ends, I worked during the week and I would fly home on Friday, at which time I did most of the laundry and that kind of thing, and left again on Monday morning or Sunday night. The only reason I was able to do it was because of my husband, totally. There are many, the majority of husbands probably would not give up what he had given up, but part of that relates back to the time that I was talking about earlier, when I moved here from _____, and I had given up at that time, he knew it was a difficult move for me. I had been here for three years and really was not, I was happy with Tulsa but I was not happy with them. I was not, I was becoming more and more introverted and private in my thoughts, becoming a different person, that I have never seen before and I did not really like it very well. And when this job came along, he knew that it was similar to what I had done before, he knew it was what I was looking for. It was with a large company and he felt, not necessarily that he owed it to me, it wasn't that, but he certainly was more supportive of me than most, taking on the responsibility of two sons, and at that point in time, our 14 year old niece lived with us also, and he really had his hands full. But it provided a time where we appreciated each other more, the time away from each other was good.

20. It sounds like you have an excellent relationship with your husband.

We are pretty lucky, not that we don't have our share of problems. There is nothing in this world more difficult than marriage. Nothing. But at the same time, it provides the greatest reward, and I happen to be married to someone that is a real father to the kids. Many fathers aren't really fathers, and having boys made it easier and he spends a lot of time with them because they're involved in sports. He comes from a small town, and a good sized family and home is his first. He's progressed well in his job, but his job is definitely second. He rarely has a great deal of overtime, part of that is because he's an accountant, in an area where overtime is a way of life. He also is in a position where he does not travel a great deal.

21. How did your husband approach you with the move?

He was pleased that the opportunity arose, because he was chosen for this position over several gentlemen that had been with the company a considerably longer time than he had been, all had degrees, all but himself, even an entry level position requires a

degree, but he spent four years in the Air Force and he received very good experience there that was applicable to what he was doing, and that is why he was able to get in the door. So he approached me in an attitude of being pleased about the opportunity for him. It was also an increase in the money, which was certainly something that we considered because the first few years that we were married and he being in the service and having two babies was a real financial struggle, so we could see an improvement in the salary, which was good.

22. What was your initial reaction?

Very favorable. I was very pleased for him, because he was in a situation where there was a lot of competition, where he should have felt like it was an accomplishment to have been offered the position. So it was an immediate feeling of being pleased. My first reaction was not, where is this going to put me?

23. How did you reach the decision? Jointly or . . . ?

Yeah, we did do a great deal of talking because as we talked more, the negative things surfaced. The first reaction was that of being very pleased and happy, but the more we discussed it, the more things came into play. Are we going to be able to go down there and find a house that we can afford? And we had purchased our very first house just two years before that, so we were a little frightened about that. Moving further away from our family, our parents, who we already lived a good distance away from, was a factor. Going to a strange city, and me finding a position, all of those things came up the more we talked about it.

24. Was there a systematic way of attacking the problem?

I make my decisions from my intuitiveness and 99% of the time, I'm right. He makes decisions by scheduling the goods and the bads, by actually sitting down, writing it out on a piece of paper--these are the advantages, these are the disadvantages, and we did that. So it was a combination of both.

25. How long did it take?

At that time probably a week. We didn't have a great deal longer than that, because he needed to give them a decision. And that's even a lot longer than you have many times.

26. It seems to me that initially at the time of the decision you were fairly satisfied, or at least looking forward to the move, or the decision that you had jointly made.

Yes, I was. I moved here knowing that it was a good move. Second thoughts came later.

27. How do you feel about the decision now, looking back?

Oh, it was unquestionably the right move, no doubt. And that, it was probably a full two years, and yet even before that I knew it was a good move. I knew that it created some trauma for me, but overall, even before that, even the time that I was having difficulty I knew in my own heart that for the family it was a good move.

28. It seems that at times people have bad feelings or animosity when they make a decision at the time, but because of the good of the family they compromise and put their feelings aside. Did you ever feel that way?

Not really, because the decision was half mine. I did not give in and say well, all right, we'll go. It was 50-50. I felt animosity, but not really toward the company, and not really toward (her husband), but more to the system, and it bothered me because not being able to find a job at first put me into an inner turmoil to where I lost my self-confidence. You know I left feeling that I had done a very good job and that I was progressing in my career; they were happy with me. I had made dramatic improvements in salary, which you tend to set a personal value on yourself. It may not necessarily be right, but then I found myself in an environment to where I began to question, well maybe I'm not as good as I thought I was; maybe I should be in accounts payable for the rest of my life. I didn't really know and so the turmoil was within that I did not feel important.

29. If you encountered the same situation again, would you deal with it in the same manner as before?

Absolutely, because I learned a lesson that after the hurt and the bad times I found that it was a better move. I have progressed more than I ever would have had I stayed. And I built my confidence back up to the point that I know that if I got back into that situation and I had to go three or four months looking for a job hard that there would be an answer and things would come. Change is good, and I'm in a type of profession that they need everywhere. And I would not question it, I would definitely move.

30. Did you discuss the issue of relocation before marriage?

No, we were children when we got married ourselves. We didn't discuss past the next day. I was going to be a beauty operator myself, and my father has a sixth grade education and it was an accomplishment for me to get through high school, for you know, the family as a whole, and I had decided that I was going to go to beauty school and he was going to go to business school, and it just happened to be in the same town. And that didn't progress, and he left for the service and then he came home as soon as he was out of basic and we got married and that was 14 years, and a lot of happening since then.

31. Do you ever hypothesize now about the future?

Yes, we do. We both have the same direction in that we realize that there's a limitation of fulfillment in the corporate structure. It is definitely what I need right now, I need the people, I need the challenge, I need the growth, I need the movement. I have done well here, and now that if I stay I will continue to do well, but there is still something that doesn't exist. Women in business is not what it's cracked up to be. To be successful you have to give up a great deal, and I cannot believe that it is worth giving up children, giving up our marriage; you know that's a subject that many people disagree upon, but in my own heart, I cannot feel like a career is worth giving up that; however, I do support the fact that you can do both, and do both well. Your career should make you a better mother, and being a mother should make you do better. Channel two has a show called Studio Two Live that they have on I think twice a month, and a couple of weeks ago it was on women in business. And a lot of it ended up being equality related to business, but a lot of it was personal development. And one of the questions that was raised in the audience to one of the panel members was, "Is it absolutely necessary to have a degree to become a manager in a corporation?" Well, her answer was, "Well, in most cases, yes it is, it's very important." But she said, "I feel like being a mother makes you a better manager than having a degree," and John Earling laughed and said, "Well, how can you say that, you're not a mother?" because she's not married and never had children. And she says, "Well, I guess it's from mothering." And I really feel that she really hit the nail on the head. I really think that a wife, being a part of a family there is a developmental stage that you can get from no other relationship. And that doesn't necessarily mean that you have to follow the norms of meeting the man that you love, and having a long engagement, and getting married and planning our your children and all of that kind of stuff, I don't mean it that way. But there is a given, you have to learn to put yourself second.

32. I haven't got any other questions except can you think of anything I have not mentioned or overlooked that you feel may be beneficial to my study dealing with dual-career relocation issues based on your experience?

The area that you are pursuing is very specific, the things that come up, with both persons in careers. The answer in coming up to a successful decision is the same answer that you will find in every other problem, whether it be a situation that you are talking about yourself and going that route, or a situation of deciding to have children or not to have children, or to have another child later on, there are many, many things but the key answer is always the thing that it has to come from both of you, and from within, and on the top of the list, unselfishness. You have got to put yourself second, and yet with confidence, what's good for you as a couple, otherwise it will not work, you will go back to your segments of having a career or a marriage, but you won't have both.

VITA²

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