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Comparing the Effects Multiple Roles Have on Female Professionals and Their Families

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Comparing the Effects Multiple Roles have on Female Professionals and their Families

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Patricia M. Parsinen
Master of Social Work Thesis
April 1994

DEDICATION

*To my children,
Jennifer and Jon,
for the patience, love and support
they gave me
to fulfill one of my dreams.*

ACKNOWLEDGMENTS

I wish to acknowledge:

My parents, Morris and Muriel Mullin, who believed in me and had faith in my ability to handle the challenge.

Robert Ahrens, a dear friend of mine who through his love has managed to make it through my ups and downs, providing the emotional support I needed.

My birth family, Diane Lynch and Helen Dahlman who provided me with endless amounts of encouragement and support.

The social workers in my department at Ridgeview Medical Center for their willingness to be flexible with their work hours to accommodate my academic requirements.

Julie Lambrecht, who cheerfully agreed to type my thesis. Her flexibility and professional skills were a great asset.

Dr. Blanca Rosa Egas, for her encouragement and support during the initial phase of my thesis.

Dr. Tony Bibus for his exhaustive review, comments, and suggestions for my thesis.

Glenys Butler R.N., M.S., C.S., for her sensitivity to women's issues, recommendations, and her enthusiastic participation.

ABSTRACT OF THESIS

Comparing the Effects Multiple Roles have on Female Professionals and their Families

Today more than ever professional women are juggling multiple roles. With conflicting values, combining work and family roles becomes difficult. This thesis studies how a group of women employed at a metropolitan medical center perceive the effects their multiple roles have on themselves and their families. Specifically, this thesis explores the hypothesis that women who see themselves as having good self esteem will also report their families as having a better understanding of their work challenges. Those women will indicate that their families participate in at least 25-50% of the household responsibilities, compared to those women who do not feel they have good self esteem. Other hypotheses pertaining to professional women will be explored.

To study these hypotheses the author chose a quantitative descriptive design using a questionnaire to survey 22 female managers between the age 30 to 50. Findings indicate all women acknowledge having good self esteem. Responses varied in the amount of understanding of work challenges and participation in household responsibilities their families provided.

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INTRODUCTION

Women find it hard to balance their personal need for connectedness, while remaining detached within their career so they can be competitive. Many female professionals raised in the 1940's to the 1960's were socialized to be "stay at home moms" modeling after their own mothers. Using mothers and other females as role models, they were taught to define themselves in relation and connection to other people and their needs (Gilligan, 1982, p. 7). By defining themselves in relation to others they feel responsible for their family's happiness. Subsequently, if something goes wrong in their family not only she, but society will hold them personally responsible. Women find their identity enmeshed within the family system.

In addition, women have fallen into the "compassion trap" by transferring their role of nurturing, protecting, and fostering from home to work (Kiel, 1983, p. 11). They experience dissonance between interpersonal qualities, and the recommended attributes needed for successful upward career mobility such as competitiveness, drive, and ambition. Theoretically speaking, women find it easier to accept the feminist position internally, than by demonstrating it in the outside world (Eckenrode & Gore, 1991, p. 89).

Women's positions in the family have been effected historically. During the second half of the 19th Century changes were occurring in the industrialized societies. A

(Dornbusch and Strober, 1988, p. 77). At the same time the families need to maintain a certain standard of living increased women's interest in employment. Subsequently, the divorce rate went up.

The female's transition from home to work has positively affected her development for a stronger sense of identity, increased standard of living, role expansion, improved decision making, independence, social support network, and broader sex role concepts for her children (Jones-Robbins, 1992, p. 132; Stewart, 1980, p. 197).

For professional women, stress in managing a career can spill over and strongly affect their personal life (Davidson & Cooper, 1983, p. 38). Managing the stresses and strains of maintaining their dual roles continues to be a challenge. However, many report feeling more positive about themselves and their multiple roles even though they experience an increase in stress level.

Mens' change in attitudes is slowly moving toward accepting women in careers. Due to females working outside the home, men have increased their participation in household and child care duties', however women still perform a disproportionate amount of the responsibilities.

Another positive effect women's employment has had on children is increased cognitive and social development for children of working mothers (Dornbusch & Strober, 1988, p. 192). Studies also indicate children of employed mothers were

better adjusted than those children whose mothers were not working.

In addition, a woman's marital satisfaction maybe dependent upon how satisfied she is with her job. (Ray, 1988, p. 48). Husbands providing financial, emotional, and chore support to help advance her career can positively affect the marriage. Having a spouse involved in her career, having non-traditional sex roles, equal decision making, and being marriage centered rather than career centered has positively affected marital satisfaction.

The purpose of this study is to explore the stresses, challenges, and positive experiences professional women are currently facing when trying to successfully blend career and family life.

As Social Workers and helping professionals, we must not only be aware of the stresses and challenges women face, we must also be especially careful not to stereotype roles within the family and work setting. This would only perpetuate patriarchal patterns of inequality. As change agents, social workers may need to re-socialize themselves as well as others to think in new ways about families, assisting them to function in a cohesive supportive manner.

The author has conducted an extensive literature review to determine the effects multiple roles have on female professionals and their family. A comparison takes place between the literature review, hypotheses, and the results

from a quantitative study, of 22 female professionals age 30-50 who are employed at a metropolitan medical center. Recommendations of supportive services geared toward female professionals and their families as well as a discussion of limitations of the study will follow.

LITERATURE REVIEW

An understanding of the stress and challenges female professionals and their families face in daily life is essential in order to impact the readers awareness and importance of this subject. An integrated summary of key topics related to professional women's multiple roles follows.

Female Socialization and Conflict

Sex role stereotypes get instilled early in life. They are the "rules" we use to judge social behavior which becomes a part of our daily thinking, habits, and judgement (Davidson & Cooper, 1983, p. 41; Schenkel, 1991, p.5). Our sex role stereotypes are witnessed in our family of origin. "Whether healthy or dysfunctional sex role stereotypes can be used as a guide for future relationships" (Johnson, 1990, p. 60). In addition, a majority of women were brought up in a patriarchal family system with hierarchal rules and restrictive gender roles.

Developmentally, a females process towards identity was connecting through personal attachment, empathy, continuity of relationships with others, and an ongoing identification of self with mother (Lerner, 1991, p. 67). This process leads to flexible, permeable ego boundaries making for a stronger sense of a connected self through interpersonal relationships (Ellickson & Latona, 1990, p. 38; Gilligan, 1982, p.7).

Sex role socialization for females has created conflict between her goals of career achievement and a need for connectedness through relationships. Women are often times encouraged to put more energy towards the success of their relationships than their own independent lives, causing internal conflict (Belenky, Clinchy, Goldberger, and Tarule, 1986, p. 29). Ellickson and Latona (1990, p. 39) describe women's frustrations toward achieving autonomy by experiencing discord between nurturing, emotionality, empathy, and the characteristics considered desirable for career advancement such as drive, competitiveness, and ambition largely attributed to males.

Obstacles Blocking Self Esteem and Autonomy

Self esteem is important because it increases our chance to find happiness in life, and makes it possible for us to cope with life's disappointments and changes. Self esteem is the most important thing affecting our psychological well being (Sanford-Tschirhart & Donovan, 1985, p. 1). When we report having a good sense of self and self esteem and can function independent of others, then we are experiencing autonomy.

According to Betty Carter (Lerner, 1991, p. 6) our gender, class, sibling position, ethnic background, personal history, theoretical orientation, experience, wisdom or lack of wisdom, and our consciousness or unconsciousness can affect our self esteem positively or negatively. Based on this view,

women often times accept and perpetuate the feminine stereotypes of fragility, dependency, and passivity, as well as idealize men.

Women have been encouraged to be dependent and can be portrayed as helpless to a partner. Some feel "little girl" qualities can make females more attractive. According to Lerner (1991, p. 14) mothers tend to foster dependency in female children. Lerner's research (1991, p. 16) indicated that men and women tend to equate assertive independent striving of girls and women as a loss of femininity.

Intellectual ability and competence has generally been discouraged as females have been trained to be "feminine." Women are not supposed to outsmart men. Although women are acknowledged for their female "intuition," generally speaking they are not given credit for being organized and logical in their thinking. Lerner (1991, p. 16) cites a study administered to college women in 1972 equating academic success as having detrimental social consequences.

Girls are given less permission to differentiate than their male counterpart (Lerner, 1991, p. 67). They have been taught that their value and identity rests largely on their ability to love and be loved. Therefore, many women haven't achieved autonomous functioning that would allow them the opportunity to stand alone. Husbands or significant others may stand in the way of the females' attempt to change and

grow, seeing it as a threat affecting the predictability of the relationship.

Self esteem is the measure of how much we like and approve ourselves. (Crosby, 1987, p. 72) We are responsible for our own growth and self esteem. However, a female's multiple roles, role conflicts, and societies negative attitudes can get in the way of her achieving increased self esteem. If she has insufficient self esteem she will not be able to act in her own best interest. In order to overcome this downward spiral she needs to build upon her personal strengths and surround herself with others who view her positively.

Women's Multiple Roles

Globally speaking, women are increasing their participation in paid employment while maintaining their traditional roles. Their involvement in the labor force has provided them with the opportunity to use their education and satisfy their need to develop their self-identity. Aryee (1992, p. 814) defines work-family conflict as a form of interrole conflict in which role pressures from work and family are mutually incompatible to some degree so that participation in one role is made more difficult by virtue of participation in the other roles. In contrast, Eckenrode and Gore (1990, p. 65) conducted a study with findings indicating the conflict between work and family was not a

result of incompatibility between the two, but because the woman had more to do than time would allow.

Aryee (1992, pp. 816-817) believes that individuals have a limited amount of energy and when involved in multiple roles, they become drained which causes stress or interrole conflict. Aryee's literature review (Sekaran, 1982, pp. 111-179) indicated married professional women due to their training are likely to perceive their work as another primary role, increasing the possibility of work-family conflict.

Theoretically speaking, many women experience role stressors such as role ambiguity, role conflict, and role overload in the work environment. These woman report fatigue, negative feelings, and tension when they perceive themselves in any of these situations (Crosby, 1987, p. 6; Eckenrode & Gore, 1990, p. 11).

Eckenrode and Gore, (1990, p. 61) says married women can expect little accommodation for their role accumulation. Wives still perform a disproportionate amount of the household tasks. Employed married women report more of a role overload than married women who are full time housewives.

However, multiple roles can enhance feelings of personal worth, security, and promote psychological well being by providing a sense of meaning and purpose to ones life. Married women with multiple roles who are employed appear to have better mental health than unemployed women involved in

less roles. (Drago-Piechowski, 1992, p. 135; Eckenrode & Gore, 1990, p. 62).

Eckenrode and Gore, (1992, p. 82) performed a study on one hundred and thirty five women professionals with preschool kids. Sixty seven were university professors, and sixty eight were business professionals. Questionnaires were sent to the participant and their spouse prior to a two hour personal interview with the female professional only. The husbands were instructed to mail their questionnaires back. The questionnaires and interview focused on the multiple roles the female professional occupies. The wives thought their marital relationship suffered when working, while their husbands disagreed. Findings indicate the children's relationship suffered more from mothers' employment. Additionally, the wives seemed to feel the cleaning was more of a problem than their husband. Both agreed her energy was low and that affected her ability to enjoy activities with the family. Wives tend to experience two to three times more conflict juggling work and home responsibilities than their husband. Husbands tended to predict their wives stress level to be lower than she reports it to be, yet were more concerned with their wives role overload that she was.

Women experience role overload when they have too much to do as a result of their multiple roles. Drago-Piechowski (1992, p. 135) cites a study conducted by Krause and Geyer-Pestello (1985, pp. 49-67) indicating conflict between work

and home roles significantly predicted depression among married women. Women who perceived their roles as conflicting were more depressed than women comfortable with their roles.

Some women with multiple roles have reported superior psychological and physical health (McBride, 1990, p. 381; Barnett & Baruch, 1985, p. 135). This may be due to a woman's sense of control in choosing her own roles, as well as the presence of personal resources, personal control, and social support contributing to the lessening of role strain (Amatea, Fong, 1991, p. 42).

How Mothers Employment Impacts the Children

Many women feel guilty about not being home to care for their children, even though they leave their children with qualified day care providers. Most of these women were raised by stay at home moms. Twenty to thirty years later, this model continues to exist if not consciously, unconsciously (Berg, 1986, p. 25). This is the model women continue to measure themselves to. Increasingly women are wanting intellectual and financial satisfaction without compromising their children's needs.

In 1990, 64% of the women were employed out of the home compared to 12% of the women in 1950. (Eckenrode & Gore, 1990, p. 61). Of these women, mothers of preschool children comprise the fastest growing segment of the work force. If

projections are correct, nearly 70% of mothers and infants with young children will be employed full time by 1995 (Scarr, Phillips, & McCartney, 1989, p. 1407).

Berg (1986, p. 59) states doctors feel it is optimal for the child to have a mother at home for the first three years. However, she also indicates there is no documentation or study in psychological literature, to support this view. Dr. Jerome Kagan (Berg, 1986, p. 59) a noted Harvard Psychologist did a comprehensive study of children beginning day care at age 3½ months and found that day care children are no more or less attached to their mother than children raised exclusively at home. The main difference between the two populations was that children with two employed parents are less likely to make sex stereotyped assumptions about female/male roles and are likely to be more independent (Berg, 1986, p. 59; Dornbusch & Strober, 1988, p. 194).

Scarr, et al (1989, p. 1406) reviewed recent child care literature written by psychologists. All agreed that high-quality child care has no detrimental effects on intellectual or language development. High quality day care has been shown to compensate for poor family environments and promote better intellectual and social development in children. Childhood experts do not see child care as a risk factor in children's lives; rather poor quality care and poor family environments can produce poor developmental outcomes.

The timing of mothers employment is crucial. It appears that returning to work when the child is young is less disruptive to the child than when he or she is older. Bonds formed between children and their caregivers didn't replace the mother-child attachment relationship.

Dornbusch and Strober, (1988, p. 192) states studies have found that teachers rated children of employed mothers as better adjusted. Employed mothers have been found to be more attentive to their children when they are together, using more direct and intense 1:1 interaction and social stimulation of their child than non-employed mothers. Studies also show fathers time spent with the children increases when the female is employed. According to Dornbusch and Strober (1988, p. 192) children age two and three were more independent and peer oriented but had lower Stanford Binet I.Q. scores than those children whose mothers weren't employed. In contrast, Dornbusch & Strober (1988, p. 193) stated children from employed mothers can also have a high I.Q. attributing this to less children in the family/more adults per child.

Daughters of working mothers can be more achievement oriented, more socially competent, and less defined by their social role (Dornbusch & Strober, 1988, p. 195). They have been found to be more independent, autonomous, and active than daughters from non-working mothers. According to Dornbusch and Strober, (1988, p. 196) dual career parents feel more positive towards their daughters than their sons. Employed

mothers describe their daughters more positively than non-employed mothers. Adolescent daughters of working mothers score higher in academic achievement. School age daughters show more admiration for their mothers, and value the female role more so than daughters from non-working mothers. It has been noted that a closer bond between father and daughter can develop when the mother is employed.

A study by Smith (Dornbusch & Strober, 1988, p.200) involving 268 female high school students reported daughters of working mothers expressing more favorable attitudes towards combining family and career than did daughters from non-working mothers. Adolescent daughters of working mothers were more likely to name their mothers as the person they most admired. In Scarr (1989, p. 1404) daughters of employed mothers were more likely to pursue careers than daughters with unemployed mothers.

Eckenrode and Gore (1990, p. 119) indicate that by adolescence the effects of mothers employment are more positive than negative especially for girls. Gilbert, Dancer, Rossman, and Thorne (1991, p. 108) suggest that even though adolescents have benefitted from their mothers employment, they are still faced with the challenge of how to integrate the formerly differentiated roles.

Evidence suggests that sons of employed mothers are more socially competent and achievement oriented (Dornbusch & Strober, 1988, p. 197) than sons from unemployed mothers. They

show an increased tolerance and approval for less rigid female roles. However, they are viewed less positively than their sister in a dual career family. Dornbusch and Strober (1988, p. 196) indicated sons of employed mothers can receive lower amounts of stimulation than from non-working mothers, just as pre-school sons get less attention either positively and negatively when both parents are employed. The assumption may be that males should be more independent and self sufficient, therefore needing less attention. When the mother isn't employed both parents pay more attention to the son.

Findings are mixed regarding mothers' employment being beneficial or detrimental to a child's upbringing. In some cases, maternal employment from a single or two parent family can increase the child's anxiety or depression. How the family views mother's employment as positive or negative impacts the children's adjustment. Adolescent children with less supervision due to moms employment may result in more delinquent behavior or increased sexuality of daughters. Eckenrode and Gore (1990, p. 120) suggest adolescents of working mothers are at higher risk of developing mental health problems.

When mothers work, children view adult recreation, work, and home related activities as more similar for men and women. This expansion of sex role perceptions in children of working mothers is present as early as nursery school (Dornbusch & Strober, 1988, p. 195). Playing ball, climbing trees, jumping

role are more likely to be categorized as sex neutral. Scarr, Phillips, and McCartney (1989, p. 1404) noted increased income, higher self esteem for mothers, and less sharp distinction between male and female roles as positively benefitting children's perceptions of women in their multiple roles.

Mens Reaction to Female Employment

In Crosby (1987, pp. 109-121) Robert Weiss and his colleagues studied seventy randomly chosen occupationally successful men between the age of thirty five and fifty five, whom reside in Boston. Six to twelve hour interviews were conducted with each of the men and their wives. The study showed that men often times see their work as a way to meet responsibilities for their families. They view their wife's employment primarily as a way to achieve a better life. Men see themselves as unselfish as they support their wives employment. At times they feel misused when in addition to forgoing their wife's presence in the household, they are expected to contribute more to the household chores. The tasks men perform are more accessible to change than are mens understanding of who is genuinely responsible for the tasks. Generally speaking, men do not appreciably increase the time they give towards home maintenance, child care and other family activities when their wife is employed. Even when their wives have significant careers, men traditionally have

a hard time modifying their behavior, beliefs, and actions to provide the amount of support needed.

Campbell (1987, p. 42) interviewed thirty professional men and women, both married and divorced people, as well as psychologists and experts in the field of human relationships. These experts report that husbands are suffering from diminished self esteem due to their wives employment. They also indicated men are feeling threatened by the independence their wives job creates. Some men state they feel abandoned, feeling their wife only cares about her work. Divorce has climbed with the increased employment of women. Dual careers lead the nation in the number of divorces (Ray, 1988, p. 39). Working males are less likely to be divorced than their female counterparts. (Campbell, 1987, p. 42)

Often times men are initially committed to an equal relationship, only to find it difficult to maintain their equalitarian stance when they aren't getting the attention they want. When men are feeling vulnerable they often times give up and revert back to being the traditional male. This is the only way they can see to regaining control over their life.

In spite of the added stresses, many men according to Ray (1988, p. 40) express high levels of satisfaction with their marriages. The two-career lifestyle offers a number of benefits including a higher standard of living, increased sharing, and expression of equalitarian values.

JoAnn Ray (1988, p. 40) using the snowball technique, conducted a study mailing two questionnaires to one hundred couples in a western city (population 300,000). A twelve page questionnaire addressed questions regarding their careers, marriages, how they combine their work and marriage, and their attitudes toward their marriages and careers. One hundred and four questionnaires were returned, from forty two couples. The average age of the male was 42 and the female was 38. On the average, the people that responded were well educated, well paid professionals. The men as well as women reported high levels of satisfaction with their careers and perceived their spouses as being moderately to very supportive both financially and emotionally. Men showed an increase in chore division but still viewed the chores as a woman's responsibility. In this study, men appeared to have more power in dual career marriages, but not to a significant degree. As indicated in this study, men hold significantly more traditional views of sex roles than do women. They felt even if their spouse works the man should have major responsibility for the couples financial plans. Men reported the more actively involved their spouses were in their career, the higher their marital satisfaction.

Men value their wife performing most of the household chores. Their bend towards a traditional style may slow the process toward equalitarian marriages. Men's feelings of

abandonment, competition, and anger need to be recognized, communicated and dealt with as a couple.

A Professional Woman's Reaction to Marriage and Career

The effects of women's employment can reduce opportunities for women to spend time with their husbands, increasing stress in the relationship. Women experiencing more work stress reported higher levels of global stress and lower levels of marital adjustment than those experiencing less work stress (Sears & Galambos, 1992, p. 795). The link between women's work, stress, and marital relationships are most likely to get played out after work at home.

The Journal of Independent Social Work (Ray, 1988, p. 45) indicated women report giving more support to their husbands than they receive. Many women chose men who promised to support them in their profession. Some became angry (Campbell, 1987, p. 44) when their husband withdrew support they thought they were promised. Women who can accept that life and men can sometimes be unpredictable seem to weather the storms much better.

When a woman is employed in a career her power in the marriage has a strong chance of increasing. The chores are more apt to be shared. However, when asking professional women would they move if their husband had a good job offer, almost two-thirds agreed that they would follow (Ray 1988, p. 47). Many women still consider their careers as secondary to their husbands.

Division of Child Care and Household Duties

According to Faludi (1991) national surveys indicate women perform 70% of the household duties. The burden of unpaid or paid work falls disproportionately on women in two career families (Dinerman, 1992, p. 79; and Eckenrode & Gore, 1990, p. 62). In addition, women spend more hours on child care than their husbands who have more time for leisure as a result.

Dinerman (1992, p. 84) points out that "men expect to help with home and child care tasks where as women expect men to share these tasks." Women are only slightly more in favor of equal task division than their husbands. This is because women want to maintain control in this area. Women are apt to have higher housekeeping and day care standards than their husbands.

Men who are more career oriented than career centered tend to participate more with the chores. Eckenrode and Gore (1990, p. 75) studied professional dual career couples and determined that 75% of the couples experienced conflicts almost every day between work and family responsibilities.

Eckenrode and Gore cited four of the biggest conflict situations:

1. Getting the children ready in the morning
2. Juggling time between work and family

3. Leaving work early due to meeting the children's needs

4. Employment travel time

In a study, Drago-Piechowski (1992, p. 133) pointed out that married women with children in dual career marriages spend 53 hours per week in housework and child care compared to 7.5 hours their husband spent in these activities. Women reported feeling less depressed when their husbands helped with the housework.

Husbands help more frequently with household tasks when their wife works. Many women try to "do it all" which results in role expansion instead of equalitarian role sharing (Ray, 1988, p. 46). Women have been socialized into believing it their responsibility to cook and clean as men more frequently repair things and mow the lawn.

Stress Across Multiple Roles

Theoretically speaking, "how controllable or predictable a task or event is affects the degree to which it is stressful" (Averill, 1973, p. 290). A high level of psychologically demanding tasks coupled with a low level of control over the tasks creates frustration that over time can damage your health (Baruch, Biener, & Barnett, 1987, p. 131; Drago-Piechowski, 1992, p. 133).

Professional women report psychological distress symptoms such as anxiety, fatigue, depression, and sleep disturbances.

Physical symptoms reported are increased headaches, and an upset stomach (Nelson, Quick, Hitt, & Moesel, 1990, p. 173).

One hundred eleven women physicians and one hundred and three women PhD's were selected from the St. Louis area of Washington State University to be interviewed for the presence of depression. Forty six percent of the MD's and seventy three percent of the PhD's were found to suffer from depression. Welner, Marten, Wochniek, Davis, Fishman, and Clayton (1979, p. 172) concluded that evidence of high educational and social achievement are associated with depression. When depressed subjects were compared to well subjects, the rates of prejudice experienced were higher in the depressed population.

There is conflicting information regarding the effects multiple roles have on women. A greater number of roles can create more stress, overload and conflict. The scarcity hypothesis supports this, contending that individuals have a finite amount of energy and when involved in multiple roles their energy becomes depleted causing stress (Aryee, 1992, p. 814). However, the enhancement hypothesis (Baruch et.al., 1987, p. 134) believes that when you increase your energy reservoir and add roles, the more potential for increased self esteem and reduced stress.

Studies comparing mental or physical health of employed versus non-employed women generally found employed women to be advantaged. (McBride, 1990, p. 381; Barnuch et.al., 1987;

Barnett & Baruch, 1985, p. 135). Although symptomatology is affected by marital and job satisfaction, mental health may be affected more by marital than by job life. Work seems to buffer some marital stress, just as multiple roles may conceal some of the negative effects generated by a particular role.

Multiple roles can enhance feelings of personal worth, security, and promote psychological well being by providing a sense of meaning and purpose to ones life (Eckenrode & Gore, 1990, p. 62).

Stresses experienced at work or home can spill over to the other domain. In Bolger, DeLongis, Kessler, and Wethington (1989, p. 181), spillover of stress from work to home is more common for women than the reverse. This is possibly due to gender differences regarding how women are socialized towards taking care of the housework and child care.

Women have found they can reduce the effects of a stressful work situation by decreasing their work load at home. The greater her internal locus of control, the less she perceives role overload and role ambiguity (Robinson & Skarie, 1986, p. 163).

The Pro's and Con's of Being a Female Manager

The rising educational qualifications of women and their increased participation in the labor force has provided them with the opportunity to satisfy their need to develop their self identity. As a result of their employment they serve as

better role models for their children while increasing the family income.

According to Bray (1991, p. 111) women are entering the managerial ranks in growing numbers, a pattern that is expected to be more pronounced in the next century. Between 1977 to 1985, the number of female managers increased 102%, while the number of male managers increased only 4%. Schwartz (1989, p. 68) states 80% of new entrants into the work force over the next decade will involve diversity of hiring practices, consisting of women, minorities, and immigrants.

Over the past decade, the number of graduating women from leading universities has been much greater than the increase in total number of graduates (Bray, 1991, p. 112; Campbell, 1987, p. 44). Many of those women are at the top 10% of their class, the typical source of recruitment for leadership positions.

As the number in management increases so does their influence. Women are increasingly demanding that their unique characteristics be recognized and affirmed at work.

Unfortunately, women are often times expected to be committed to their work "just like men" at the same time as they are to give priority to their family (Ayree, 1992, p. 824). The belief from top male management being a women's role is in the home, not the board room. As those values remain unchallenged, top management can block the progress of

the advancement of women regarding the blending of work and family roles (Hall, 1990, pp 12-13).

Women in management positions often times provide an interactive leadership style coming primarily from how they were socialized. They actively work to make their interactions with subordinates positive for everyone involved. Women managers encourage participation, share power, information, and enhance other peoples self worth. It is important to them that their employees feel a part of the organization (Rosener, 1990, p. 120). Chernesky and Bombeck (1988, pp. 48-61) studied 92 female administrators affiliated with the executive women in human resources to understand how they implement their managerial responsibilities from a women's perspective. Questionnaires were used for data collection. Respondents age ranged from 32-74. The mean age was 47 years. They were highly educated; two thirds had a masters degree, the remaining were holders of a bachelor or doctorate degree. The results found that nearly two thirds of the respondents believed they handled their management position differently than a typical male manager in their position. A majority cited providing concern, sensitivity, and empathy toward others as the biggest difference in qualities they offered compared to their male counterpart. Investment and support of workers was the second most important quality they felt they had to offer. Appreciation of dual roles and responsibilities of female employees in

relation to career and family, as well as commitment to staff participation in decision making followed as the third most important qualities.

However, we must be careful not to presume women are completely different in their management styles compared to men. The management style between males and females often times overlap; giving credence to the fact that individual experiences play a part in shaping our management styles.

Many female managers claim they have to be better at their job than their male colleagues in order to be accepted at the same level. (Davidson and Cooper, 1983, p. 16). Due to lack of self confidence and credibility pressures, some female managers have a major problem delegating jobs. Women especially in non-traditional jobs have a need for role clarity because of increased visibility attached to their behavior (Aryee, 1992, p. 817).

The turnover rate of female managers is two and a half times more than among men (Schwartz, 1989, p. 65). This is partly due to maternity leaves, and a woman's tendency to search for a position that will provide her with intrinsic significance, social importance, and meaning in what she does.

Female managers differ from male managers not only in turnover rate, they also vary in earnings. Dornbush and Strober (1988, p. 167) state in the 1970's women earned 60% of the wage or salary of men who work full time. In 1986 (Nelson, et.al, 1990, p. 171) women's salaries increased to

70% of males salaries in comparable positions. Some reasons given for pay differences were unequal financial returns to equal productive characteristics, and women remaining in typically female dominated positions (social worker, beautician, nurse, teacher, etc.). In practice, women need to challenge the sexist division of labor within the profession by supporting and encouraging each other in areas regarded as traditionally male (Kiel, 1983, p. 13).

In Reifman, Biernat, Lang, 1991, p. 5; Robinson, Skarie, 1986, p. 157; and Nelson, et.al.1990, p. 170, it was suggested that lack of career advancement with increased decision making, role ambiguity, role overload, lack of authority, and sex discrimination was the reasons for increased stress at work. In the spillover model the daily tensions previously mentioned, and satisfactions experienced at work can carry over to home life (Bolger, et.al. 1989, p. 179). For the professional woman, work related stress interferes with other aspects of her living situation (not being able to relax once at home) having to complete the majority of the household and child care duties herself (King, Winett, 1986, p. 450).

The woman striving for career and family can be a major player in any company or corporation. Providing flexibility and family support will help the two roles to function more effectively together.

As helping professionals, social workers can support working women in the blending of their career and family roles

by promoting social acceptance and participation of non-traditional sex roles within society. Encouragement of men and children to take ownership in sharing equally the household and child care responsibilities is necessary to the success of the dual career families. In addition, social support is needed to promote acceptance of both boys and girls to be empathetic, ambitious, and autonomous.

The author expects to have similar findings in regards to family participation with household and child care responsibilities. The author's research focuses more on how the female professional views her parenting, than the literature review conveys.

METHODOLOGY

Women from age 30 to 50 were socialized to be the primary caregiver, as well as taking on the main responsibility for the household duties. Professional women have had to switch gears when entering their profession, forcing them to reassess their roles within the family. The renegotiation of roles has caused stress and strain on family and work relationships.

The author has been employed at a metropolitan medical center as a manager for over seven years. During this period of time she has gotten to know some of the managers personally as well as professionally. What she has witnessed is a discrepancy between some female professionals actions and their values at work compared to home. The author has deduced that the blending of work and family roles is very difficult. A questionnaire was designed to determine the effects multiple roles have on a metropolitan medical center managers.

Hypothesis 1:

Women in the sample who see themselves as having good self esteem, will also report that their family helps at least 25-50% of the household responsibilities. Those women will also report that their family understands their work demands.

Hypothesis 2:

Women in the sample will report receiving more respect for their expertise from their colleagues and superiors, at work, than from their family.

Hypothesis 3:

Women in the sample will be divided in their responses between agreeing and disagreeing as to whether their family has accepted their combined role as mother/wife and manager.

Hypothesis 4:

Women in the sample will see themselves as acting in different ways at work than at home.

Hypothesis 5:

Women in the sample will report most of their stress being generated from home demands and relationships than from work demands and relationships.

Hypothesis 6:

Women in the sample that see themselves as having good self esteem will also see themselves as a good parent, functioning well in their field, being employed positively affecting their parenting, and seeing themselves as a good spouse/significant other.

Research Design

The study is descriptive and mostly quantitative in nature (Rubin & Babbie, 1989, pp. 187 & 363). because it is distinctly trying to describe the characteristics of a certain population. It is a cross-sectional design.

Population

The study population was female managers from a metropolitan medical center who were either married, living with a significant other and/or had kids, and were between 30-50 years of age. The sampling frame was a metropolitan medical center phone list (see Appendix C). Out of 35 female managers, 24 met the criteria to be given the questionnaire.

Data Collection

The questionnaires were hand delivered with verbal and written instructions provided. The consent form (Appendix A) made it clear to the subjects that their participation was voluntary. By filling out the questionnaire they have given their consent to participate. The subjects were to fill out the self-administered questionnaires and route them back in the envelope provided by a certain date. Twenty two questionnaires were returned (92% return rate).

Pre-Testing Questionnaire

The questionnaire was reviewed by three managers prior to being administered to determine if there was any problems with sentence structure, bias and clarity of the questions asked.

The income categories under individual and family gross income were changed so they wouldn't overlap.

Measures

The measures used in this study included several closed ended single item questions. A majority of the questions are in Likert format providing ordinal response categories (Rubin & Babbie, 1989, p. 179). Two questions (25 & 27) are open ended eliciting a numerical or one to two word response. The demographic responses of the participants were purposely placed at the end of the questionnaire to prevent losing their participation at the beginning.

Data Analysis

The responses to the quantitative data is listed in the order the questions appear on the questionnaire. The qualitative data for questions 25 & 27 will be presented in a narrative form.

FINDINGS

Survey Results

TABLE 1

1. Having good self esteem means feeling positive about myself in areas including but not restricted to: being competent, likeable, attractive, trustworthy, and intelligent. I have good self esteem.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	7	32
Agree	14	64
Somewhat agree	1	4
Disagree	0	0
Strongly disagree	0	0

All professional women agree to some extent that they have good self esteem.

TABLE 2

2. According to Kay O'Neil and Michelle Meyers (professors at St. Marys College, Mpls, MN), "a feminist is any women or man who believes in equality for all, and acts on it." Based on this quote, I agree with the feminist perspective.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	5	23
Agree	14	64
Somewhat agree	3	13
Disagree	0	0
Strongly disagree	0	0

All agree to some extent with the definition of feminism.

TABLE 3

3. My colleagues respect me for my expertise.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	5	23
Agree	16	73
Somewhat agree	1	4
Disagree	0	0
Strongly disagree	0	0

100% agree to some extent that they are respected by their colleagues for their expertise.

TABLE 4

4. My superiors respect me for my expertise.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	7	32
Agree	14	64
Somewhat agree	1	4
Disagree	0	0
Strongly disagree	0	0

100% of the women agree to some extent that they are respected by their superiors for their expertise.

TABLE 5

5. Overall, my children are proud of me professionally.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	8	44
Agree	10	56
Somewhat agree	0	0
Disagree	0	0
Strongly disagree	0	0

100% of the women agree to some extent that their children are proud of them professionally. (This question was not applicable to four of the women.)

TABLE 6

6. My spouse is proud of me professionally.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	8	44
Agree	10	56
Somewhat agree	0	0
Disagree	0	0
Strongly disagree	0	0

100% of the women agreed to some extent that their spouse is proud of them professionally. (Three women did not respond to this question because they are not married.)

TABLE 7

7. I coordinate and carry out _____ of the family household, errands, and scheduling responsibilities.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
0 - 25%	0	0
26 - 50%	5	23
51 - 75%	13	59
76-100%	4	18

A majority of the women carry out 51-75% of the family responsibilities.

TABLE 8

8. The children do _____ of the family household, errands, and scheduling responsibilities.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
0 - 25%	19	100
26 - 50%	0	0
51 - 75%	0	0
76-100%	0	0

All women that have children state they participate in family responsibilities 0-25% of the time. (Three women didn't respond as the question wasn't appropriate to their situation.)

TABLE 9

9. My spouse/significant other does _____ of the family household, errands, and scheduling responsibilities.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
0 - 25%	9	45
26 - 50%	11	55
51 - 75%	0	0
76-100%	0	0

55% of the women state that their spouse/significant other participates in the family responsibilities 26-50% of the time. (The question was not applicable to two women.)

TABLE 10

10. Generally speaking, I receive more respect at work than I do at home.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	0	0
Agree	3	13
Somewhat agree	7	32
Disagree	10	46
Strongly disagree	2	9

55% of the women disagreed with this statement.

TABLE 11

11. My spouse/significant other understands when I have to work long hours or bring work home.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	6	30
Agree	7	35
Somewhat agree	6	30
Disagree	0	0
Strongly disagree	1	5

95% of the women agree to some extent that their husbands understand their long work hours, and need for bringing work home. (Two found this question not applicable to their situation).

TABLE 12

12. My children understand when I have to work long hours or bring work home.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	2	12
Agree	8	47
Somewhat agree	4	24
Disagree	2	12
Strongly disagree	1	5

83% of the women agree to some extent that their children understand when they have to work long hours and bring work home. (Five women didn't respond to this question because it wasn't applicable to their own situation.)

TABLE 13

13. My relatives have accepted my combined role(s) as spouse/mother and manager.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	8	36
Agree	12	55
Somewhat agree	2	9
Disagree	0	0
Strongly disagree	0	0

100% of the women agree to some extent that their relatives have accepted their combined roles.

TABLE 14

14. I can be the same person and act the same way at work as I do at home.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	0	0
Agree	11	50
Somewhat agree	5	23
Disagree	6	27
Strongly disagree	0	0

73% of the women agree to some extent that they can be the same person and act the same way at work as at home.

TABLE 15

15. _____% of my stress is generated from work demands or relationships.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
0 - 25%	6	27
26-50%	8	36.5
51-75%	8	36.5
76-100%	0	0

Sixteen of the women are equally divided between 26-50% and 51-75% of their stress being generated from work demands or relationships. All agree that they receive some stress from their work.

TABLE 16

16. _____% of stress is generated from home life demands or relationships.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
0 - 25%	10	45
26-50%	7	32
51-75%	5	23
76-100%	0	0

45% of the women believe 0-25% of their stress is generated from home demands and relationships.

TABLE 17

17. I believe being employed has positively affected my marriage.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	6	32
Agree	8	42
Somewhat agree	2	10
Disagree	3	16
Strongly disagree	0	0

84% of the women agree to some extent that being employed has had a positive effect on their marriage. (Three persons did not respond.)

TABLE 18

18. I believe being employed has positively affected my parenting.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	5	24
Agree	7	33
Somewhat agree	4	19
Disagree	4	19
Strongly disagree	1	5

76% of the women agree to some extent that being employed has positively affected their parenting. The women range from strongly agree to strongly disagree with this statement. (This question did not apply to one person.)

TABLE 19

19. I function well in my field.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	8	36
Agree	14	64
Somewhat agree	0	0
Disagree	0	0
Strongly disagree	0	0

100% of the women strongly agree or agree that they function well in their field.

TABLE 20

20. I am a good parent.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	7	33
Agree	14	67
Somewhat agree	0	0
Disagree	0	0
Strongly disagree	0	0

100% of the women agree or strongly agree that they are good parents. (This did not apply to one person.)

TABLE 21

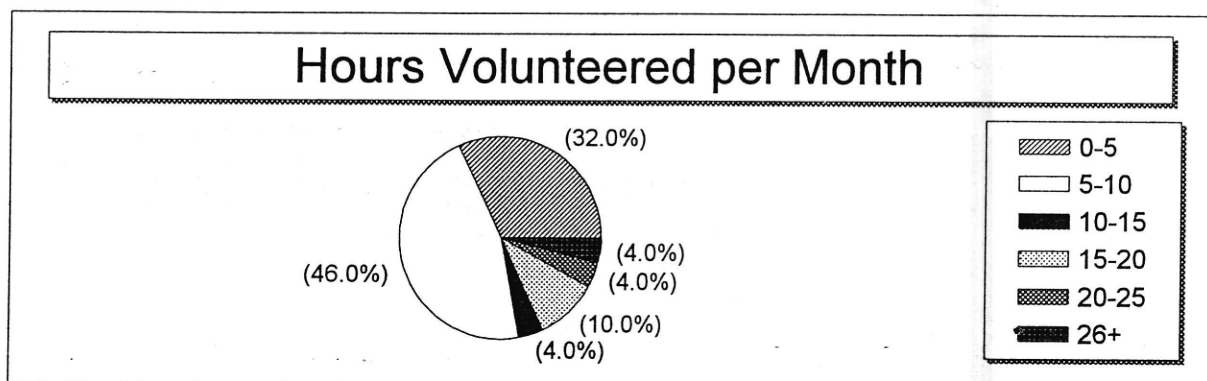
21. I am a good spouse/significant other.

<u>Response</u>	<u>Number of Women</u>	<u>%</u>
Strongly agree	5	24
Agree	15	72
Somewhat agree	1	4
Disagree	0	0
Strongly disagree	0	0

72% agreed to being a good spouse/significant other.
100% agreed to one extent or the other that they were a
good spouse/significant other. (One did not respond.)

TABLE 22

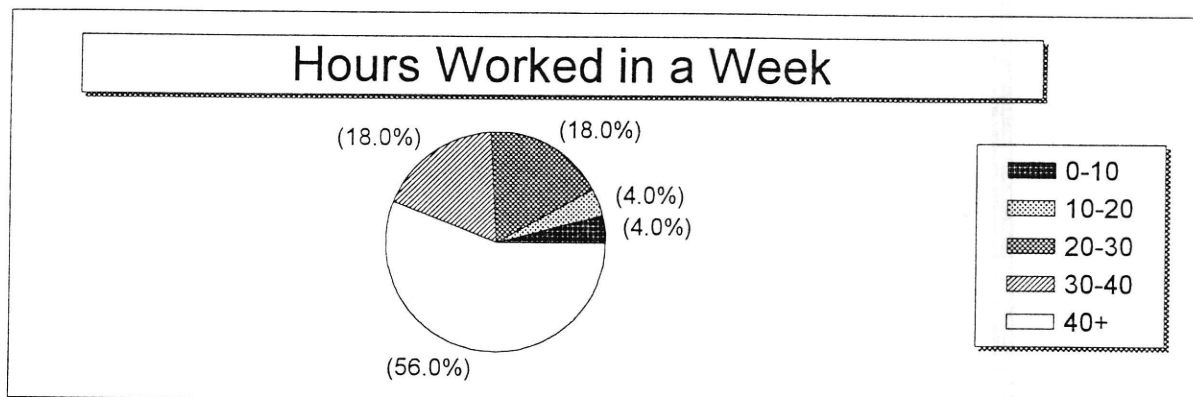
22. I volunteer between _____ hours per month.



A majority of women volunteer between 5-10 hours per month.

TABLE 23

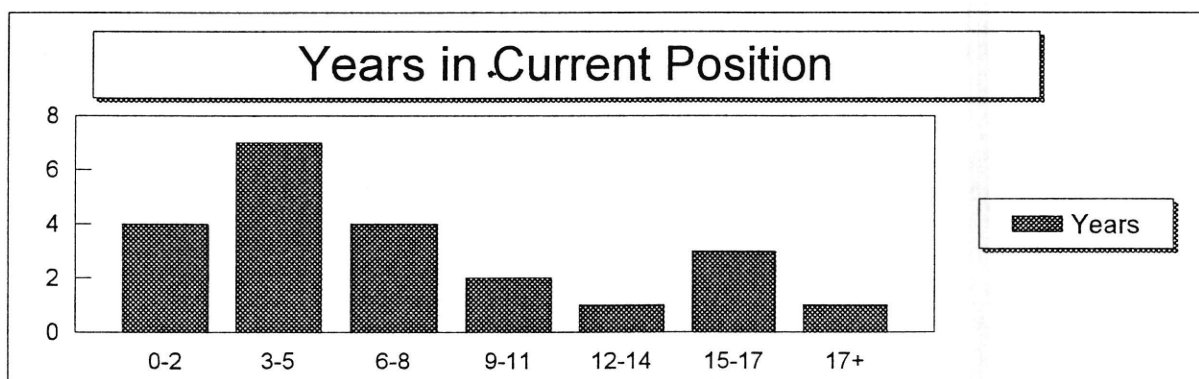
23. I work between _____ hours per week.



56% of the women work 40+ hours per week.

TABLE 24

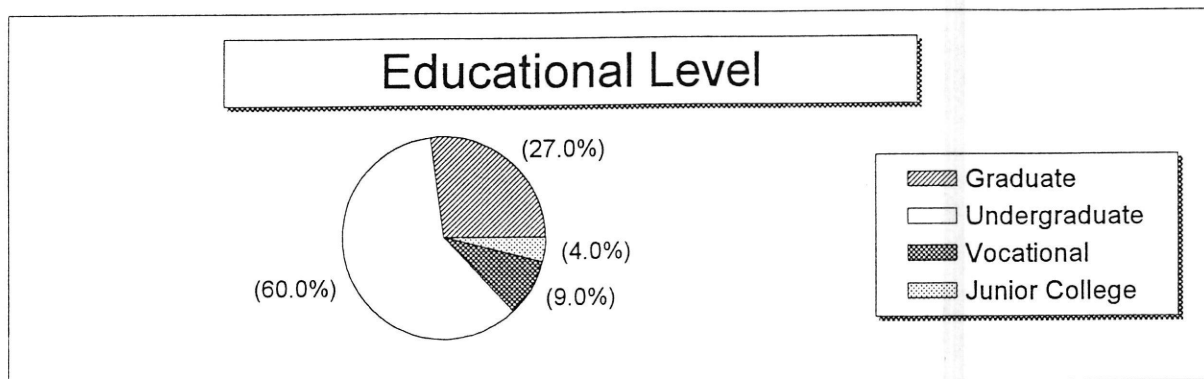
24. Years you have been employed at your current position.



A majority of women have worked 3-5 years at Ridgeview Medical Center.

TABLE 25

25. What is the highest educational qualification you completed?



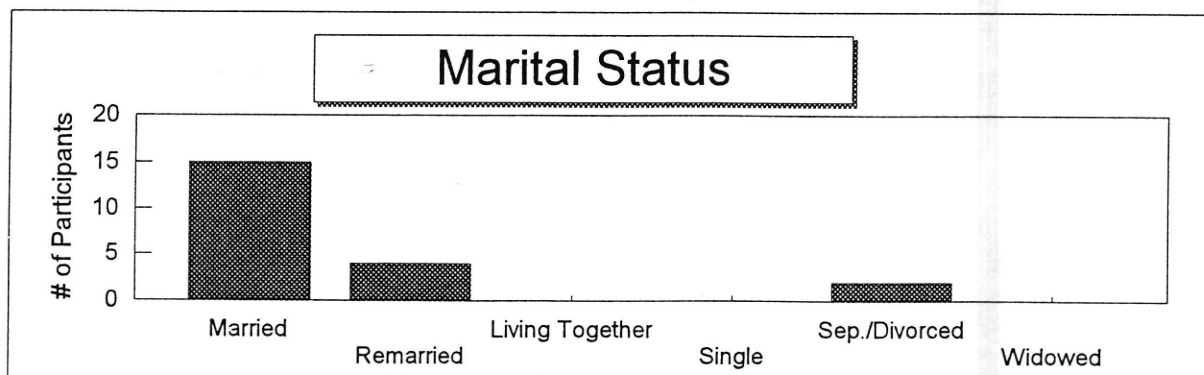
60% of the women have completed the bachelors degree, followed by 27% completing their graduate degree.

Areas of specialty listed:

- Computer Science
- Nursing
- Psychology
- Dietetics
- Health Administration
- Health Care Science
- MBA
- Graduate Nursing

TABLE 26

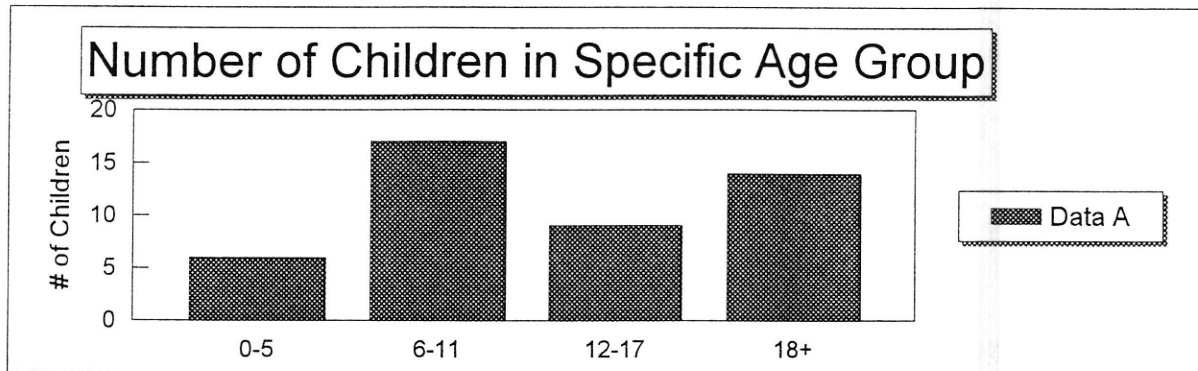
26. Marital status of female professionals.



68% of the women are married, followed by remarriage and separated/divorced. No one was living together with someone, or was of single status.

TABLE 27A

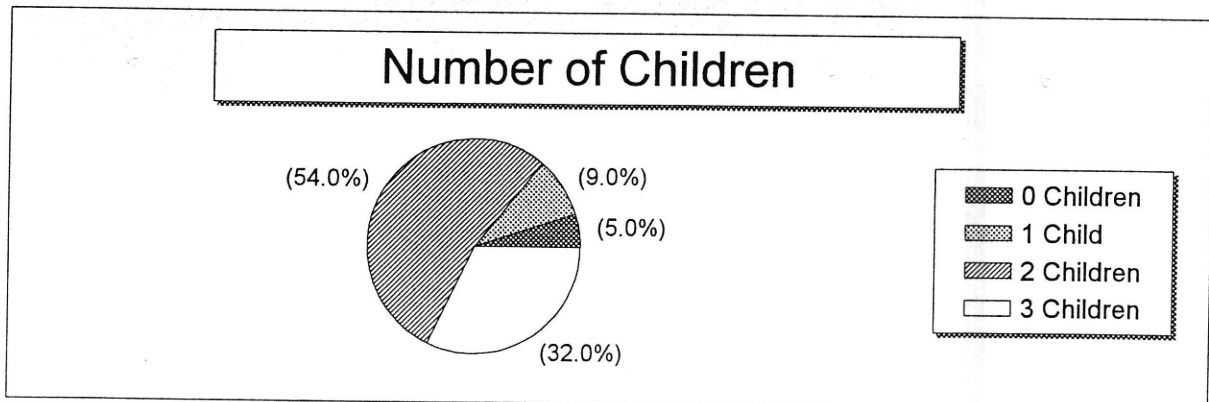
27A. Total number of children in each category.



A majority of women have children in the 6-11 year category.

TABLE 27B

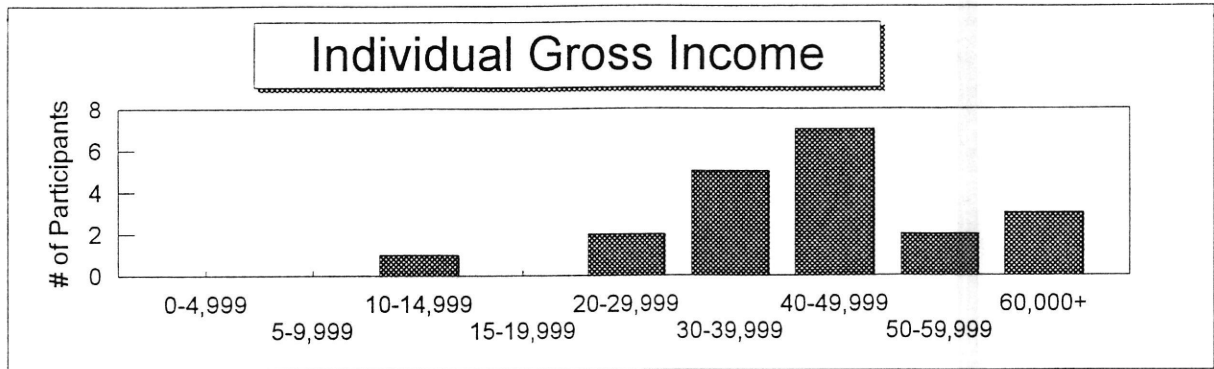
27B. Numbers of children in each family.



A majority of the women have two children in their family, followed by women who had 3 children total.

TABLE 28

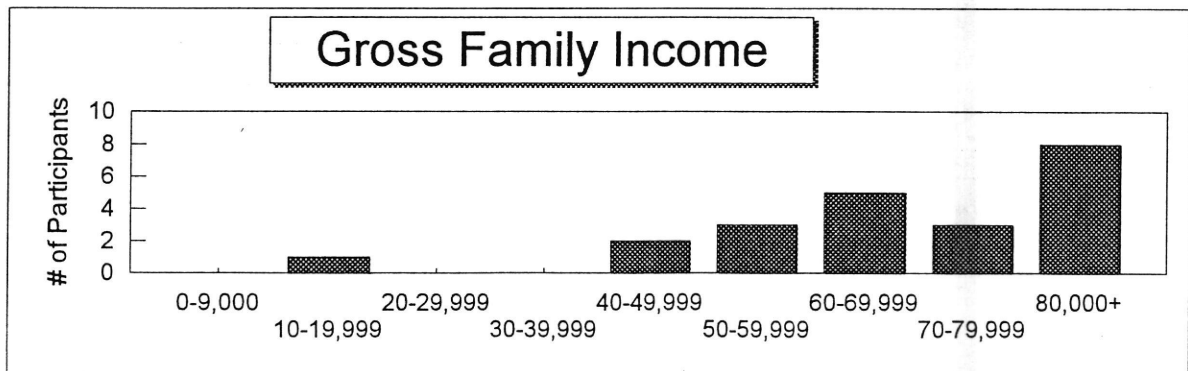
28. Individual Gross Income.



A majority of the women made an income between \$40,000 - \$49,999. (Two persons did not disclose financial information).

TABLE 29

29. Gross Family Income



A majority of women come from families where their combined income is at least \$80,000.00.

Discussion of Survey Results

All the women surveyed see themselves as having good self esteem. A majority of the women reported their spouse performing at least 25-50% of the household responsibilities, whereas their children assisted 0-25% of the time. (Question 8 measuring the children's participation in household responsibilities should be excluded from the results because many of the women commented that their children were too young to provide much, if any help). Most of the women report their family (spouse and children) as understanding their work demands. 59% of the women indicated they provided 51-75% of the household responsibilities. The results tend to support the author's first hypothesis.

The second hypothesis was not supported by this group of women. A majority of women say they receive more respect from their family than from their colleagues and superiors at work.

The majority of women strongly agree or agree that their relatives have accepted their combined role as spouse/mother. The author predicted the women's responses to be divided between the range of agreeing to disagreeing. Hypothesis three was not supported.

The author expected the women to report that they act differently at work than at home. However, 50% said they could act the same in both environments, thereby not supporting hypothesis four. It should be noted that only 23% somewhat agreed with this statement and 27% indicated they had acted differently in each setting. I wonder how many clearly

understood the question to apply it effectively to their own situation.

Higher levels of stress was reported by the women from work demands or relationships, than in the home environment. In hypothesis five, the author predicted it to be the other way around.

As was previously mentioned, all women in this study report having good self esteem. Out of these women a majority agree that being employed has positively affected their marriage and how they parent. Most agree they function well in their field of expertise. All strongly agree or agree that they are a good parent and/or spouse. The results concur with hypothesis six.

A majority of the professional women are married and have two children. They have been in their current position for 3-5 years and work 40+ hours per week. Most have an undergraduate degree, have an individual gross income between \$40,000-\$49,999, and a gross family income of \$80,000+. On the average, they volunteer 5-10 hours per month.

DISCUSSION

Sex role socialization for females has encouraged connectedness through relationships with others, where as pursuing a career can require some detachment to be competitive and ambitious. Women struggle between the two trying to achieve autonomy. The literature review and the results from the authors research agree on the stresses that affect self esteem which are built into female socialization.

Female professionals are involved in multiple roles which can increase their stress level at work and home. Women's work stress can spillover into her home life affecting her family.

The literature review and author's research indicate men are increasing their participation in household and child care responsibilities while their wife is employed, but not equal proportionately. The mother continues to accept the child care and domestic obligations as her responsibility.

Both the literature review and this study indicated women feel supported by their husbands in their career. Although this may be true, the women said in the literature review the support they received wasn't equal to the amount they gave to their husbands.

Ray (1988, p. 48) says a woman's marital satisfaction is determined by how satisfied she is with her job. The results from the questionnaire used for this thesis suggested that employment positively affected their marriage. Conversely, Eckenrode and Gore, (1992, p. 82) in the literature review

cited a study where working women felt their marital relationships suffered, their husbands disagreed.

Being the same person and acting the same way at work as at home seemed possible for a majority of the women in the author's study. Eckenrode and Gore, (1991, p. 89) agreed more with the author's fourth hypothesis, indicating that "it is easier for working women to internally accept the feminist position than demonstrate it through their actions."

A majority of the women in the author's study agreed that they were respected by their supervisors and peers. The literature review shared mixed viewpoints on women's acceptance in leadership roles. Responses varied from trying to change a woman's style to be more like a man's, to recognizing the differences in styles and applauding the strengths and values the female perspective brings to management levels.

Overall, the female managers at a metropolitan medical center appear to feel more positively about their multiple roles and how it affects their family than the literature review indicated with comparable women. This is possibly due to the women at a metropolitan medical center all indicating they had good self esteem. According to the literature review, good self esteem affects how women feel about their multiple roles. Additionally, women in the health care field are known to have a high degree of care taking tendencies and therefore are used to juggling multiple roles.

The author believes that female professionals report more support and less stress experienced from their family than their place of employment because of the perceived job instability and high levels of stress they are experiencing currently in the health care field. Because women have been socialized to be caretakers first, they may have learned to deal with stress more effectively at home than at work.

Implications

"The role of women in society prescribes certain behaviors and expectations that are often contradicting." (Drago-Pieckowski, 1992, p. 138). Social workers and other helping professionals should be aware of these constraints and how they impact professional women and their family, in order to be able to affect change and support neutrality within the family. The dual career lifestyle is in the evaluation process where few guidelines exist for couples. This area could use further exploration, with possible solutions.

LIMITATIONS

Questionnaire

The questionnaire was closed ended to provide greater uniformity and clarity in the data collection process. However, in limiting the choices, potentially clarifying additional responses were not possible.

Questions one and two could have been more clearly written. The definition of self esteem could have been expanded. In addition, using Kay and Michelle's definition of feminism may have been too limiting. Question 8 should have had a "not applicable" category because some children were too young to help with family responsibilities.

Some important demographic information was left out to protect the anonymity of the participants. Perhaps age and residence could have been a significant indicator.

Question 27 requesting number and age of children was hard to measure. Questions 26, 28, and 29 had numbers listed after each category that served no purpose.

The questionnaire was reviewed by three female professionals but not filled out. Filling out the questionnaire might have provided more insight as to how functional it was.

Population

The study sampled a specific group of professional women in a medical setting instead of being a probability sample of American women. The sample size was small, lacking variance in geographic location, and diversity within ethnic groups.

The questionnaire was given only to the female professional.
A questionnaire given to the spouse and children could have
provided additional insight from the families point of view.

CONCLUSIONS

Women will continue to increase their participation in the job market while trying to balance their traditional roles. Multiple roles can improve self esteem by enhancing feelings of self worth. Although child care and family responsibilities fall mostly on the female, males are taking a more active role when their wife enters the job market. Society still sees child care and household duties as the woman's responsibility. More work in this area is needed to make couples equally responsible in these areas.

The literature review indicated more positive than negative outcomes for children of mothers who work. As a result, less sex stereotyping of female/male roles takes place (Berg, 1986, p. 60; Dornbusch & Strober, 1988, p. 194). Returning to work when the child is young appears to be less disruptive than when they are older. Children from working mother's have been found to be more socially competent and well adjusted than children from non-working mother's.

The divorce rates for dual career couples have increased. Some women who have married expecting support in their profession don't receive this. Some men may have adverse reactions to their wife's employment, while others recognize the benefits of a dual career family.

Some women found that the more control they had in their career, increased their power within the marriage. However, women still think of their careers as second to their husband's career.

Women are growing in numbers in the management field. Hiring practices are expected to include more female minorities. Values need to be re-examined so barriers can be removed which block the way towards equality. Depending upon individual experience, women show strength in providing an interactive style in managing employees.

Women continue to make less financially, than males performing the same job. As a society we need to encourage equal pay, conquering the sexist division of labor (Kiel, 1983, p. 13).

FURTHER STUDY

A comparison of other female managers in hospital settings within the metropolitan and outlying areas to determine likes and differences could prove beneficial. In addition, surveying women in other professions within the same age group and comparing the responses from these women to the female managers from the hospital setting would most likely elicit a variety of contrasts and similarities.

Further study from a social work perspective needs to be done from the children's perspective to determine how children are affected by their mother's employment. Research seems to be one sided from the adults' point of view. In addition, further study is needed to determine how we can empower society to support dual income families. Future research on women's employment is also necessary to identify work conditions that enhance their psychological well being.

RECOMMENDATIONS

Professional women and their families could benefit from a variety of support systems to establish or maintain an intact family system.

1. According to Harvard Business Review (Schwartz, 1989, p. 71) employers must take an active role in planning for maternity and elder care leave for both men and women, and providing flexibility for re-entry. In addition, increasing support systems, flex-time, and providing good quality health care can be invaluable.
2. Confront problematic issues says Campbell (1987, p. 44). Communication is necessary to foster growth. Detaching from one's anger provides the opportunity to make room for a healthy conversation. Reframing problems can make them more workable. Seeking personal or spiritual counseling through a therapist can provide the opportunity to ventilate concerns and seek redirection. Participating in counseling could increase a persons sense of personal control.
3. Mental health professionals or employers could sponsor a series of programs through Community Education or the place of employment to deal with work/family related issues. King et al. (1986, p. 46) recommended topics be presented on social support systems, time management, and stress management.

4. Work organizations should provide flexible time and monitoring systems to help manage the demands of life (Nelson, et al., 1990, p. 181).
5. Individual's should get to know a role model or mentor (Jones-Robbins, 1992, p. 139) that shares the same values as they do, that encourages them to reach their potential.
6. Individuals should develop mutually empowering relationships with men and women in the work place and home. The focus being on collaboration instead of competition.
7. If therapy is being considered, seeing a same sex therapist for individual therapy could provide a good opportunity for role modeling. One may open up more freely to a person of the same sex (Lerner, 1991, p. 136).
8. Females should relax their own standards of role performance and learn to adopt different ways of handling the multiple demands (Eckenrode & Gore, 1991, p. 82).
9. Support fathers for assuming more personal responsibilities for planning and implementing family life (Scarr, Phillips, and McCartney, 1989, p. 1407).

Social workers as well as other helping professionals should have an understanding of individual and family differences in relation to gender, race, religion, ethnicity, and age to develop appropriate approaches to support the

family unit. Dual career families need support as they struggle to redefine their family roles.

Encouraging a positive change of societal attitudes towards working mothers is essential. This can be done by challenging societies biases and stereotyping of females, as well as recognizing the unique qualities female professionals bring to their career.

Policy changes should be implemented to reduce employment discrimination and promote better employment opportunities for women. In addition, a push for policy reforms affecting the workplace allowing for both men and women to take maternity and elder care leave, as well as participate equally in child care duties. Strategies are needed to encourage equal pay between men and women while eliminating occupational segregation. Social workers must support and see value in the unique qualities female professionals bring to their careers, that differs from their male counterparts. Women have the freedom to choose a career, family, or the combination of the two. They also have the right to expect to be supported in whatever decision they make.

Dear

I am in the process of completing my graduate degree in Social Work at Augsburg College. One of my final projects is to write a thesis. I have chosen to focus on the female professional and how she balances her multiple roles.

A part of my thesis project involves surveying female managers at a metropolitan medical center between the age of 30-50, who are married and/or have a family. If you meet these qualifications, I would like you to be involved in the study. If you agree to participate, the survey should take about 15 minutes to complete. Your participation is voluntary. Your decision whether or not to participate will not affect your relations with this researcher or this medical center. I promise that your answers will be anonymous. Please do not put your name on the form. Your consent to participate is assumed.

The purpose of this research project is to understand more fully what issues and obstacles significantly impact female professionals. Your participation will help expand our knowledge in this area. I will gladly share the results upon request.

Thank you for taking the time to review my proposal. I hope that you will agree to participate. Please enclose your completed questionnaire in the envelope provided, and route it to me during the day at 555-5555 ext. 555, or 555-5555 in the evening.

Your support is greatly appreciated.

Sincerely,

Pat Parsinen

Enclosure

Appendix A

**The Effect of Multiple Roles on
Female Managers
at a Metropolitan Medical Center**

For the following questions, please choose the one response that best fits, and put an X on the following line.

1. Having good self esteem means feeling positive about myself in areas including but not restricted to: being competent, likable, attractive, trustworthy, and intelligent. I have good self esteem.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

2. According to Kay O'Neil and Michelle Meyers (professors at St. Marys College, Mpls, MN), "a feminist is any women or man who believes in equality for all, and acts on it." Based on this quote, I agree with the feminist perspective.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

3. My colleagues respect me for my expertise.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

4. My superiors respect me for my expertise.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

5. Overall, my children are proud of me professionally.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

6. My spouse is proud of me professionally.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

- * For the three following questions, please divide the percentages so the total doesn't exceed 100%.

7. I coordinate and carry out _____ of the family household, errands, and scheduling responsibilities.

0 - 25% _____ 26 - 50% _____ 51 - 75% _____ 76 - 100% _____

8. The children do _____ of the family household, errands, and scheduling responsibilities.

0 - 25% _____ 26 - 50% _____ 51 - 75% _____ 76 - 100% _____

9. My spouse/significant other does _____ of the family household, errands, and scheduling responsibilities.

0 - 25% _____ 26 - 50% _____ 51 - 75% _____ 76 - 100% _____

10. Generally speaking, I receive more respect at work than I do at home.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

11. My spouse/significant other understands when I have to work long hours or bring work home.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

12. My children understand when I have to work long hours or bring work home.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

13. My relatives have accepted my combined role(s) as spouse/mother and manager.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

14. I can be the same person and act the same way at work as I do at home.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

- * For the next two questions, please address how much of your stress is generated from work compared to home life? (The two answers cannot total over 100%)

15. _____% of my stress is generated from work demands or relationships.

25% _____ 50% _____ 75% _____ 100% _____

16. _____% of my stress is generated from home life demands or relationships.

25% _____ 50% _____ 75% _____ 100% _____

17. I believe being employed has positively affected my marriage.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

18. I believe being employed has positively affected my parenting.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

19. I function well in my field.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

20. I am a good parent.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____ N/A _____

21. I am a good spouse/significant other.

Strongly agree _____ Agree _____ Somewhat agree _____
Disagree _____ Strongly disagree _____

*** Please circle one for each category.**

22. I volunteer between _____ hours per month.

0-5	1
5-10	2
10-15	3
15-20	4
20-25	5
25+	6

23. I work between _____ hours per week:

0-10	1
10-20	2
20-30	3
30-40	4
40+	5

24. Years you have been employed at your current position:

0-2	1
3-5	2
6-8	3
9-11	4
12-14	5
15-17	6
17+	7

25. What is the highest educational qualification you completed?

Highschool/GED 1

Vocational Training 2

Junior College 3

Undergraduate Degree 4

Graduate Degree 5

Doctorate 6

Area of Specialty_____ 7

*** Please circle or fill in**

26. Are you:

Married 1

Remarried 2

Living Together 3

Single 4

Separated/Divorced 5

Widow/Widower 6

27. Please write in how many children you have in each category

0-5 years _____

6-11 years _____

12-17 years _____

18+ _____

28. Individual gross annual income

0-4,999 1

5,000-9,999 2

10,000-14,999 3

15,000-19,999 4

20,000-29,999 5

30,000-39,999 6

40,000-49,999 7

50,000-59,999 8

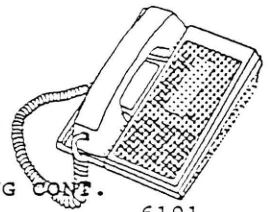
60,000+ 9

29. Your gross family annual income

0-9,999	1
10,000-19,999	2
20,000-29,999	3
30,000-39,999	4
40,000-49,999	5
50,000-59,999	6
60,000-69,999	7
70,000-79,999	8
80,000+	9

Thank you for your time.

MEDICAL CENTER



9.....Outside Line 88.....CPR

Ambulance Emergency5000

ADMINISTRATION

President... ..5021
 V.P... ..5022
 V.P... ..5024
 A.V.P... ..5026
 A.V.P... ..5027
 Exec. Sec... ..5023
 Adm. Sec... ..5025
 ADMITTING/DISCHARGE...5110/5111
 AMBULANCE.....5581/5582
 Drs Answering Serv....5584
 Garage.....5073
 Paramedic Quarters....5586
 EMS Ed... ..6116
 Dir..... ..5580
 ANESTHESIA.....5174
 Sleep Room.....5175
 M.D.....5173
 M.D.....5172
 M.D.....5171
 Dir... ..5170
 BIOMED. ENG.... ..5456
 BUSINESS HEALTH SERVICES...6050
 RMC Health.6052
 Health Service Clinic.6053
 Chanhassen..... 9272
 Speed Dial.....793
 Dir.... ..6050
 BUSINESS OFFICE
 Pt. Accts A-F.....6502
 Pt. Accts G-K.....6503
 Pt. Accts L-P.....6504
 Pt. Accts Q-Z.....6505
 Collections/Charity Care
Days..6506..Eve..5112
 Discharge/Cashier....5109
 EMPAC..6507
 Accts Coord.. ..5101
 Dir..5100
 CAFETERIA.....5530
 CARDIAC REHAB.....2161/5220
 Stress Room.....5339
 CENTRAL PROCESSING.....5179
 CHAPLAIN.....5529
 COMMUNICATION CTR...0/5581/5582
 DICTATION.....6000/6001
 DICTATION - STAT.....6002/6003
 DOCTORS LOUNGE
 1st floor.....5551/5552/5553
 2nd floor.....5205
 Surgery.....5156
 E. CATION/MARKETING
 Info/Registration.....6111
6113
6117
6114

EDUCATION/MARKETING CONT.

I6101
6102
 Dir..... ..6100
 EMERGENCY DEPT...5030/5031/5032
 E.D. Admitting.....5088/5089
 Head Nurse... ..5041
 Med. Sec.. ..5052
 Med. Dir.. ..M.D..5050
 Assoc. Dir.MD.5051
 X-ray Room.....5637
 Dir..... ..5040
 ENDOSCOPY/PAIN CLINIC.5042/5043
 Coord.... ..5086
 ENVIRONMENTAL SERV. 5525
 FINANCE
 Controller... ..5540
 Accts. Payable. ..5541
 FOUNDATION
 Dir.... ..6010
 Coord.. ..6011
 GIFT SHOP.....5528
 HOME CARE.....6030/6031
 Staffing Secy.....6032/6033
 Clinical Coordinators
6034
6035
 Service Coordinator
6036
 Nurses Access.....6037/6038
6039/6041
 Dir..... ..6040
 INFECTION CONTROL... ..5565
 INFORMATION DESK.....5721
 LABORATORY.....5600/5601
 Chemistry.....5602
 Pathology.....5620
 Morgue.....5622
 Dir..... ..5610
 LINEN.....5525
 LOST AND FOUND.....5453
 MAINTENANCE.....5700/5701
 Dir..... ..5702
 MATERIALS MGMT
 Secy..... ..5453
 Purchasing. ..5451/5452
 Distribution/Mail Room..5455
 Dir..... ..5450
 MEDICAL RECORDS..5133/5134/5139
 Transcription.....5135/5138
 Coding.....5132/5137
 Clerical Sup... ..5131
 Dir.. ..5130
 Release of Pt. Records..5129

MIS.....5121
5122
5123
 Dir.....5120
NURSING SERVICES
 Secretaries.....5001
 Supervisors.....5331/5338
 Dir..MCH... ..5230
 ED/SCU/2W/OP.5040
 Nursery.....5270
 Nsy/Peds/Yg Adults.5320/5321
 Head Nurse.. ..5250
 Obstetrics/L&D.....5250/5251
 Head Nurse.. ..5250
 OB Lounge.....5257
 2 North.....5200/5201/5202
 Head Nurse.. ..5210
 Nurses Lounge.....5204
 SCU/2 West.....5220/5221/5222
 Head Nurse.. ..5230
 SCU Patient Room.....5229
 Cardiac Rehab.....2161
 3RD.5300/5301/5302/5303/5305
 Head Nurse.. ..5310
 Nurses Lounge.....5304
NUTRITION SERVICES
 Outpt Serv... ..5522
 Kitchen.....5521
 Kitchen, 2nd Floor.....5203
 Kitchen, 3rd Floor.....5303
 Clinical Dietitian ..5520
PAIN CLINIC.....5043
PAYROLL/PERSONNEL
 Clerk.....6024
 Secy.....6022
 Asst. Dir.. ..6021
 Dir.....6020
PERSONNEL LOUNGE.....5009
PHARMACY.....5440
 Dir.....5441
PHYSICAL MEDICINE
 P.T./O.T..Waconia.....5401
 Dir.....
 Sports Medicine..Waconia..6075
 Chanhassen Office.....6079
937-5790
 Dir.....
PRINTING SERV.5454
QUALITY IMPROVEMENT
 Concurrent Screeners....5711
 Dir.....5710
RADIOLOGY5630/5631
 Control.. ..5632
 C.T.....5633
 Nuclear Medicine.....5641
 Ultrasound.....5643
 Radiologist.5639
 MRI..Tues/Thurs/Sat.....5646
 E.D. X-ray Room.....5637
 Dir.....5640
RESPIRATORY CARE.....5410
 Dir.....5411

SOCIAL SERVICES
 On-call Social Worker...6192
 Social Worker.6191
 Dir.....6190
STAFFING.....5001/5002
SURGERY.....5150/5151
 OPS Admitting/Reception
5130/5131/5132
 M. Oscarson.....5195
 OPS (PEDS).. ..5137
 PAR.....F155/5159
 Pre-Op Holding
5174/5175
 Head Nurse.. ..5165
 Dir.....5160
VOLUNTEER SERVICES
 A.Maki.....5571
 Coord... ..5570
VOLUNTEER DESK (Lobby).....5721
WAITING ROOMS
 Parents Lounge..OB.....5252
 SCU Waiting Room.....5223
 OPS Waiting Room.....5135
 2N Family Room.....5211
CONFERENCE ROOMS
 Auditorium.....5536
 Coat Room.....5537
 Private Dining Room.....5531
 Cafeteria Conference Rooms
 Side "A".....5532
 Side "B".....5533
 Boardroom.....5534
 Third Floor Conference Rooms
 North.....5390
 South.....5391
 Cottage.....5533
CLINICS
 Chanhassen.....0570
 Speed Dial.....791
 LKMW.....-1295
 extensions..5500/5501/5502
 LKMW-Watertown
-1626....-1921
 Speed Dial.....774
 LKMW-West.....-2633
 Speed Dial.....750
 Dr. Larson... -2131...5509
 Mound.....-1144
 Speed Dial.....721
 Maple Plain.....1921
 Crow River.....-3961
 Ortho.... -2163...-3530
 extensions.....5507/5503
 Western.. -2137...-2320
 extension.....5505
 Winsted.....-4151
INSIDE LINE
 Employee Assistance Program
-9059

GLOSSARY

Interrole Conflict

Work and family domains are incompatible to a degree so that participation in one role is made more difficult by virtue of participation in the other roles.

Spillover Model

Negative conditions and daily tensions experienced at work increase stress that "spillover" into the home life (Sears & Galabos, 1992, p. 789).

Scarcity Hypothesis

People have a finite amount of energy when involved in multiple roles. The roles can drain the person causing interrole conflict and stress (Aryee, 1992, p. 814).

Internal Locus of Control

A sense of control that comes within the person, believing her roles are of her own choosing (Drago-Piechowski, 1992, p. 136; Robinson & Skarie, 1986, p. 163).

Enhancement Hypothesis

When one increases their energy and adds roles, they have more potential for self esteem and reduced stress (Baruch, Biener, & Barnett, 1987, p. 134).

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