women in the workplace

OFFICE OF LIBRARIAN

UNITED STATES
GENERAL ACCOUNTING OFFICE

012051
WOMEN IN THE WORKPLACE
An Annotated Bibliography

U.S. General Accounting Office
Office of Librarian

July 1979
This annotated bibliography presents selected articles on various aspects of women in the workplace: equal pay, women's education, women in management, the military, non-traditional jobs, and unions; occupational hazards; sexual harassment; working mothers . . . .

The cited publications may be obtained from the GAO Technical Library, Room 6536, or by calling 275-5180.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. DISCRIMINATION</td>
<td>1</td>
</tr>
<tr>
<td>II. EDUCATION</td>
<td>3</td>
</tr>
<tr>
<td>III. EQUAL PAY</td>
<td>4</td>
</tr>
<tr>
<td>IV. MANAGEMENT</td>
<td>6</td>
</tr>
<tr>
<td>V. MILITARY</td>
<td>9</td>
</tr>
<tr>
<td>VI. NON-TRADITIONAL JOBS</td>
<td>11</td>
</tr>
<tr>
<td>VII. OCCUPATIONAL HAZARDS</td>
<td>13</td>
</tr>
<tr>
<td>VIII. PROFESSIONS</td>
<td>14</td>
</tr>
<tr>
<td>IX. UNIONS</td>
<td>17</td>
</tr>
<tr>
<td>X. WORKING MOTHERS</td>
<td>18</td>
</tr>
<tr>
<td>XI. GENERAL</td>
<td>20</td>
</tr>
</tbody>
</table>
Miller, Frank B., and Mary S. Zitwer.

Reviews policies denying disability benefits to pregnant workers. The Supreme Court has ruled that such a denial does not constitute sex discrimination; however, New York State, among other states, has passed legislation making this denial discriminatory.

Rosen, Benson, and Thomas H. Jerdee.

Asserts that, although more and more women are moving up to executive levels, many others still face obstacles stemming from deep-rooted attitudes about women's roles in organizational and family life. Describes ways to develop an organizational climate helpful in achieving affirmative action goals.

Smith, Lee.

Criticizes EEOC's concentration in the field of job evaluation in order to stretch the "equal pay for equal work" concept to read "equal pay for work of equal value" - a mutation that arguably goes beyond the intent of Congress.

Somers, Patricia A., and Judith Clementson-Mohr.

Discussion of instances of sexual harassment in the workplace and suggests that this is an employment hazard of great significance to the majority of working women in this country.

White, Shelby.

Reports that sexual harassment has become a major feminist issue. The situation is changing, women are talking to one another, to State and Federal agencies, to reporters, and finally to the courts. Eventually, a case may reach the Supreme Court which could definitely establish that sexual harassment is discrimination. But a Supreme Court ruling probably won't help the situation much, unless women gain more acceptance in positions of power.
I. DISCRIMINATION

Baker, Joan E.


Coburn, Judith.

Discusses the details of a sex bias suit female employees are bringing against the paper. The Times adamantly denies all the charges.

Hirschl, David G., and Richard L. Tewksbury, Jr.

Analyzes the role of sex in employee benefits and provides a framework for trying to resolve the issue of whether sex is a legitimate and necessary factor in the pricing and underwriting of employee benefits.

Hunt, Thomas Reed, Jr., and George Pazuniak.

The article concludes that "upper-level or limited-entry positions have unique characteristics that may make resolution of discrimination actions more difficult, especially since statistical evidence may be unavailable or inconclusive and because decision making is necessarily based on subjective rather than objective judgments. The courts should find that broad general rules developed in lower-level Title VII litigation are not always applicable."

Lindsey, Karen, Mim Kelber, et al.

Relates (in several articles) incidents of sexual harassment in offices and educational institutions. Working Women United Institute is dealing with the problem by developing a national litigation project, building a resource library, conducting ongoing research, and by writing a handbook to be distributed to working women throughout the country.
III. **EQUAL PAY**

Brown, Gary D.


Empirically identifies the impact of discrimination on the earnings differentials between white men and white women. The most important factors contributing to the earnings differentials between white men and white women were differences in the return to investment in human capital, the rate of employment, the type of employer, and the return to experience. In each case, part of the effect may result from one or more types of discrimination against white women.


Investigates the disparities in executive pay for men and women. In general, it was found that female executives who started their career more than 7 to 10 years ago still lag far behind their male counterparts, but new business school graduates or young managers with several years' experience have achieved pay parity with the men.

Elisburg, Donald.


Summarizes the provisions and historical background of the Equal Pay Act of 1963 and discusses the legal principles established in court cases. Points to the need for equal opportunity as well as equal pay if women are to achieve economic equity.

Ferber, Marianne A., and Betty Kordick.


Confirms and extends recent findings that sex discrimination continues to be a major source of earnings differentials for highly educated men and women. States that the evidence points toward the need for vigorous pursuit of anti-discrimination and affirmative action policies.

Landes, Elisabeth H.


Investigates the effect of sex-differences in turnover on the wages and employment of women relative to men. Using data from the 1967 Survey of
II. EDUCATION

Polachek, Solomon William.

Analyzes sex differences in education, focusing on male-female differences in college major in the late 1950's and the early 1970's. Implies a link between sex differences in the labor market and sex differences in the choice of college major.

Quester, Aline O., and Janice Olson.
"Sex, schooling, and hours of work." *Social Science Quarterly*, 59, no. 1 (March 1979): 566-582.

Examines some characteristics of professional and technical occupations and demonstrates important differences between male and female incumbents in the schooling they bring to their occupations, the time they spend in the market and the returns they receive for their work.

U.S. National Advisory Council on Women's Educational Programs.

The Council evaluated the Women's Educational Equity Act Program and advised on improvements. It studied sex discrimination in the Education Division of the Department of Health, Education and Welfare and made recommendations dealing with management, funding, communications and products, data, and regulations. It investigated the special educational needs of neglected population groups and looked into the status of women's studies programs in our colleges and universities.

Describes a women-in-management program in the California State government. The belief is that organization men tend to fall into teamwork readily and organization women don't, therefore the first priority of the program is to build a support system in which women can help each other grow and learn to work efficiently in teams.

Badawy, J. K. "How women managers view their role in the organization." Personnel Administrator, 24, no. 2 (February 1978): 60-68.

Reports findings of an empirical study concerning the perceptions and orientations of women managers in three large organizations. The research seeks to identify the characteristics and skills perceived by women managers as prerequisites for managerial success, their perceived differences, if any, between males and females regarding managerial potential and finally, their perceptions of the obstacles facing women in advancing in their managerial careers.


A survey of how women are faring in management positions. In reply to a questionnaire sent to 6,300 women, 90% cited general management problems and, on the whole, stated that their problems were unrelated to sex and are apparently no different from those of male managers.

Bender, Marylin. "When the boss is a woman." Esquire, 89, no. 5 (March 28, 1978): 36-41.

Looks at male reactions to female executives and managers. Interviews with women executives, with men who have had the experience of reporting to women, and experts on behavior in large organizations reveal that many men who work for women see their boss as mother, wife, sweetheart or buddy rather than a leader.


Suggests that androgynous top management - male and female managers working together as peers - would balance values traditionally considered masculine and
Economic Opportunity, it is estimated that at least two-thirds of the relative wage differential between men and women within occupations is accounted for by sex-differences in turnover and training. In addition, the relative number of women employed in an occupation varies inversely with the amount of on-the-job training, as measured by the rate of wage growth experienced by white males in the occupation.


Describes dimensions of income differential between men and women in 1974. The labor market in the United States is structurally differentiated by sex. Litigation carried out to insure compliance with the Equal Pay Act of 1963 will result in only minor improvements unless the "equal work" portion of the "equal pay for equal work" guideline is made sufficiently general so that determinations of equal work do not restrict comparisons to employer assigned job labels.


Tests the potential of a public service program for improving the status of women in the labor market by examining the experience of 2,289 participants in the Public Employment Program (PEP) of 1971. Data show that the gross wage differential between men and women in the sample was smaller while the workers were in PEP than in the periods just before and after the program, but the differential attributable to discrimination remained largely the same in all three periods. Argues that in PEP the wage-determination process resulted in more standardized wages for individual characteristics than in unsubsidized employment, but the evaluation of job requirements which largely determines occupational distribution, still favored male workers.
feminine. This would bring about a new, balanced attitude toward the need for social responsibility and the need for continued corporate health.

Hammer, Signe.
"When women have power over women." _Ms._ , 7 no. 3 (September 1978): 49-51, 93.

"Discusses conflicts which develop between women, when women manage other women. Suggests that the very fact that ... women mix feeling with the business at hand is a big part of the new conflicts between women."

Herbert, Theodore T., and Edward B. Yost.

Identifies elements in a strategy for preparing women for management responsibilities and removal of sex-role attitudinal barriers. Breaking these barriers "can result in the acceleration and greater use of female manager role-models, heightened managerial aspirations - and supply - of potential women managers, and a long-term, more effective utilization of a scarce resource - effective managers."

Humphreys, Luther Wade, and William A. Shrode.

Studies decisionmaking profiles of commerical bank managers to determine whether differences exist between the profiles of female and male managers. More similarities than differences were found. However, some differences were in perceptions of difficulty, importance, and preference for making various types of decisions. The female managers experience the most difficulty with budgetary decisions, which they least prefer. The male managers actually prefer conceptual decisions which give them the most difficulty.

Kanter, Rosabeth Moss.
"Climbing the pyramid alone." _Wharton Magazine_, 2, no. 1 (Fall 1977): 38-44.

Sets forth problems encountered by women at upper levels in a corporate setting. Notes that "although more women than ever before are moving into management positions in American business, many of them are still virtually 'token' women, so few in number and unusual in the business setting that they have the added job of being symbols of all womanhood, rather than making it on their own as individuals."

Van Wagner, Karen, and Cheryl Swanson.
Analyzes whether women managers can be expected to behave differently than their male counterparts because of possible differences in their orientations toward power. Concludes that differences in power needs will not impede the effectiveness of female managers, but women may be at a disadvantage in the work environment due to possible differences in the way they express their needs.
V. MILITARY

Clark, Albert P.
"Women at the service academies and combat leadership." Strategic Review, 5, no. 4 (Fall 1977): 64-78.

Summarizes the legal and legislative events leading to the admission of women to service academies. Identifies problems resulting from existing restrictions on combat duty for women and questions the future effectiveness of women as commanders without combat experience. National defense needs, not emotion, should determine women's future military role.

Hunter, Edna J., and Carol B. Million.

Summarizes the history and present position of women in the U.S. military. Within the military system, a traditionally male-oriented social institution, women's roles have been rigidly circumscribed -- until recently.

Kane, John E.

Analyzes findings of a study of problems experienced when enlisted Navy women were assigned to previously all-male tugboat crews. Physical and psychological preparation and training are some of the keys to the successful incorporation of women into a male-dominated military workforce.

Kelly, James F., Jr.

Examines problems which would arise from expanding the role of Navy women beyond their recently introduced non-combatant ship assignments. A Federal judge has recently paved the way for women to serve in some of the Navy's non-combatant ships, the next logical step is to put them on board warships as well. The granting of this "right" may be hastened by the fact that the Navy no longer has enough men for its ships.

Murphy, Patricia M.
"What's a nice girl like you doing in a place like this?" Air University Review, 29, no. 6 (September-October 1978): 74-80.

Cites the dramatic, although slow, changes in the status of military women within the last ten years. Sex role stereotypes, which are culturally determined, usually dictate what is acceptable behavior for men and women.
Stereotyping becomes more pronounced in the military environment since work performed has been traditionally characterized as essentially masculine.

Quigley, Robin L.

Concludes that the removal of legal restrictions on sea duty for Navy women should require that men and women would be subject to the same sea duty, even though such requirements might reduce the number of female enlistees.

Vitters, Alan G., and Nora Scott Kinzer.

Traces preparations for, and experiences of, West Point's first coeducational class. The men and women of the class of 1980 have more similarities than differences; however, the integration process may take another three or four years, and only time will tell what the real impact of this change will be.

Werrell, Kenneth P., and Jacqueline Cochran.

Werrell argues that justice and military effectiveness require opening all military positions to capable people regardless of sex. Cochran opposes the use of women in combat because of their childbearing role.

"Women as new 'manpower'." Armed Forces and Society, 4, no. 4 (Summer 1978): 555-736.

A compilation of articles and essays on women's participation in the armed forces. Since the end of the draft in 1973 considerable interest and concern has been expressed about the utilization of women as a possible solution to the increased manpower needs of the all-volunteer force.
VI. NON-TRADITIONAL JOBS


Discusses problems and rewards encountered by women in blue-collar jobs. Women are taking advantage of changing social attitudes and supportive government actions to tackle physically demanding jobs formerly monopolized by men.

Herman, Alexis M.


Designed to help organizations and agencies interested in expanding job options for women to plan and hold a community-based conference on nontraditional jobs. Outlines basic steps in planning, provides information, successful programs and suggestions on how to deal with the mechanics of a conference.

Koenig, Esther J.


Traces the change in attitudes of the public and police personnel toward women in law enforcement. The role of the woman in law enforcement has changed markedly in the last century, as have the corresponding attitudes of the public toward women in general. However, female officers are still overly represented in clerical and caretaking duties in many U.S. cities. Male officers have yet to accept females as their equals in all phases of law enforcement.

Mitchell, Brad.


Outlines a 17-week electrical apprenticeship program for women at Lansing Community College in Michigan. Training consists of classroom and laboratory work in math, metrics, physics, blueprint reading and fundamental electricity and field trips to construction sites to observe union electricians at work.

Rich, Les.


Offers experiences of women in the construction industry. Like all major changes in society, the movement of women in nontraditional jobs demands psychological adjustment. A great many men of all ages, skills, and backgrounds have to learn to see things differently than they did only a few years ago. But, so do the women. Lists organizations offering assistance in skilled construction trades.

Recounts examples of difficulties experienced by women who attempt to work in skilled blue-collar jobs or to get into union apprenticeship programs. Barriers are encountered at every step of the entrance process. A woman is not always given the information she needs in order to apply for apprenticeships and the written exam often requires knowledge that advocates say should be considered part of the apprenticeship, not a prerequisite to it.
VII. OCCUPATIONAL HAZARDS

"The dilemma of regulating reproductive risks." Business Week, no. 2498 (August 29, 1977): 76-77, 80, 82.

Analyzes the conflict between equal employment opportunities for women and industry policies barring fertile women from jobs involving exposure to toxic substances, such as lead, which may be hazardous to the fetus. Points out that little research has been done on reproductive risks and that government regulations in this area are conflicting and changing.

Samuelson, Joan I.

Suggests measures to counteract employment practices that assume exposure to toxic substances in the workplace threatens the reproductive health of women more than that of men. Argues that the issue should be viewed as part of a broader concern for overall worker safety and health.

Scott, Rachel.

Explores the dangers presented to human reproductive systems by exposure to chemicals. In many instances in the past few years, management has responded to new information about toxic agents which affect reproduction by excluding women of childbearing age from exposure, particularly in the lead and chemical industries.

Sloan, Allan.

Examines potential tort liability of employers arising from exposing female employees and their future fetuses to harmful substances. Discusses ways employers may limit liability, including a possible legal basis for restricting employment of fertile women.
VIII. PROFESSIONS

Bregman, Lillian.

Profiles several graduates from Wharton Graduate School of Business and discusses their impact and that of other women with MBA degrees in the corporate realm.

Dudar, Helen.
"When Rena Bartos talks, Madison Avenue listens." Ms., 7 no. 6 (December 1978): 14, 16, 19-20.

Profiles Rena Bartos, a senior vice president of the advertising firm J. Walter Thompson Company, who discusses her work in the area of advertising for and about women, and her work as president of AWNY (Advertising Women of New York).

Giblin, Laurel B., and Edward J. Giblin.

Discusses the complaint of many secretaries that they are treated as if they were robots. Suggests methods by which the boss-secretary relationship can be improved. Organizations need to recognize the new dynamics of the boss-secretary relationship, of the secretarial job as an evolving profession, and the growth and change in the secretary's perception of herself as a working professional in today's society.

Glover, Robert W.

Describes a program to facilitate the employment of college-educated minority women. The handbook is based on a successful demonstration, first in Atlanta, Ga., and then replicated in six other cities -- Houston, Cincinnati, Tulsa, New Orleans, Los Angeles, and Dallas. Although a special organization was set up to operate the program as a demonstration, it can be replicated by public and private service organizations. A list of locations where additional information may be obtained is provided.

Kulczycky, Maria.

Suggests how savings and loans can put more women in executive positions. This can be accomplished by awareness sessions for men who hire, promote, train, manage or counsel women, and by making affirmative action a management objective.
dispels some conventional views about women but also illustrates that a woman doesn't have to stop being feminine to be effective at the top levels of management.
Neuse, Steven M.

Probes the differences between men and women in relation to professional commitment and attitudes toward authority. The report finds that women rank higher on measures of professionalism and are less committed to hierarchal authority than men. Concludes that there has been a significant change in female attitudes in the very recent past and that continued sexual stereotyping can only lead to higher levels of frustration among female public employees.


Looks at professional women's clubs. These clubs were formed as women moved into middle and upper management posts and realized that they lacked certain contacts which men were making in their professional clubs. The clubs take no political or even feminist positions but are quick to act in what they regard as their own sphere.

Robertson, Wyndham.

Reports on the status of several of the thirty-four women (out of a class of 776) who graduated from Harvard Business School in 1973. (1973 was the first class of Harvard Business School to have as many as five percent women). Although they entered the B-school only seven years ago, they were pioneers, leading the way for the surge of women who followed them into business schools, and later into the kinds of promising jobs that have traditionally propelled talented men to the top.

Taylor, Emily, and Donna Shavlik.

Focuses on the "elimination of sex discrimination in the employment policies and practices" of postsecondary institutions. If personnel are not selected and compensated for these professional positions of higher education institutions, on the basis of competence and qualifications rather than stereotyped conceptions of sexually, racially, or ethnically "appropriate" job roles, our institutions will be denied important resources for administration, research, testing, and scholarship.


Joan Ganz Cooney, president of Children's Television Workshop, discusses her experiences as a member of various corporate boards. Ms. Cooney not only
IX. UNIONS

Tarr-Whelan, Linda.

Discusses the need to educate women concerning the benefits of collective bargaining, and to educate unions concerning the problems of women workers, in order to improve women's salaries and occupational mobility. Women must understand and feel committed to the concept that employment problems can be best solved through the collective bargaining process.

Tarr-Whelan, Linda.

Focuses on the enormous stake women workers have in collective bargaining. Most women continue to work in sex-stereotyped jobs which have the smallest union representation. The Coalition of Labor Union Women (CLUW), formed in 1974, sees four common goals for women within unions: (1) Organizing unorganized women, (2) Affirmative action in the workplace; (3) Political action to move for ratification of the Equal Rights Amendment; (4) Participation of women within unions.

United States. Women's Bureau.

Sets forth the pilot program of the WUW and suggestions for development of similar programs. The Washington Union Women/Women's Bureau Project (WUW/WB) is an organized information and education program for women with special staff responsibilities in unions.
X. WORKING MOTHERS

Lane, Mary Jo.

Analyzes ways to reconcile women's rights with family needs. Concludes that transferring part of the cost of motherhood to society through day care while equalizing the division of household responsibilities between husbands and wives is the most reasonable method. Recommends making options available but rejects coercive state intervention.

Hock, Ellen.

Examines the attitudinal differences and commonalities of working and nonworking mothers of 3-month-old infants. Significant group differences were determined on separation-related issues: working mothers perceived less infant distress at separation, were less anxious about separation, and were less apprehensive about other care givers.


Identifies the problems faced by working mothers and asks the question, "Is family stability being undermined?" On the other side of the debate there is the contention that a woman with a satisfying job is a better parent.

Johnson, Colleen Leahy, and Frank Arvid Johnson.

Assesses the pressures imposed on the two-career family, particularly in the area of child rearing. Concludes that the greatest strain was in the maternal role; guilt and anxiety were prominent. Suggestions are made for the clinician's role as a facilitator for reducing role strain among career mothers.

Sandell, Steven H.

Develops an economic model to explain the family's decision to migrate and its effect on the earnings of men and women. The model suggests that the wife's labor market involvement is a significant consideration in a family's decision to migrate.
"When mothers are also managers." Business Week, no. 2479 (April 18, 1977): 155, 156, 158.

Relates personal accounts of executive mothers. States that the corporate mother faces a tougher child-care dilemma than that of the nonexecutive. Although the corporate mothers feel that their children sometimes hamper their careers, they insist that their careers do not hamper their children, that the time they spend with their children is "quality time, not quantity time."
XI. GENERAL

Albrecht, Maryann.

Analyzes the reasons many women holding positions in traditional "female" jobs resist promotions to higher levels or managerial positions. Although Affirmative Action programs encourage organization officials to place women in non-traditional roles and to promote them to higher levels of managerial positions, organization administrators occasionally find women resisting the opportunity for change.

Berger, Michael, et al.

Discusses a study "designed to describe and clarify the issues and experience of dual-career couples engaged in joint job-seeking." The sample in the study consists of married couples with graduate degrees who searched for jobs in the previous five years.

Buchanan, Christopher.

Looks at some of the Congressional elections in which women are seeking office. Some of the problems women candidates have encountered include lack of financial resources and lack of party support. Some experts feel women face a double-edged trap in politics. When a nomination seems worthless they are encouraged to seek it; when it looks valuable they are ignored.

Darcy, R., and Sarah Slavin Schramm.

Maintains that a candidate's sex has little or no effect on election outcomes, that the electorate is indifferent to the sex of Congressional candidates and are not keeping women from serving in the House.

Hall, Francine S., and Douglas T. Hall.
"Dual careers - how do couples and companies cope with the problems?" Organizational Dynamics, 6, no. 4 (Spring 1978): 57-77.

Contends that dual-career couples by and large do a better job of coping than the corporations that hire them. Includes guidelines for both the couples and the companies to use in managing dual careers.
Howard, Lawrence C.

Argues that the civil service reform does not address the needs of minorities and women in the Federal sector, that it fails to consider the question of equal employment opportunity. There can be no bold reform which does not recognize that minorities and women are nearly 80 percent of the Federal work force, and that it is in expanding the majority's (minorities and women) opportunity to serve, that reform and vitality can be achieved.

Leuthold, Jane H.

Analyzes the impact of taxation on the labor supply of married women with husbands present. Results suggest that one effect of a reduction in the marginal rate of tax on the income of married working women would be an increase in their hours of work.

Malabre, Alfred L.

Explains the changes that working women are bringing to our economy, our institutions and the everyday conduct of our lives in a series of six articles.

Nordheimer, Jon, et al.

A four-part series of articles examines the effects of the changing status of women.

Poston, Ersa H.

Discusses the role of women in the civil service system. Asserts that there is a need for change within the system and that such changes should include a greater commitment to affirmative action recruiting and the training of women for management positions.

Rexroat, Cynthia.
Finds that black women have improved their educational attainment and occupational position relative to white women. The improved status caused the average cost of being black to decline substantially over the 1960's from $776 to $270.

Verys, Arlene.  

Probes the sociocultural reasons why women need assertiveness training for both their personal and professional lives. If women are to achieve real equality in the business world, they will need to make greater use of success-related skills that have previously been the sole province of men. Assertiveness training encourages the use of these skills.


Surveys the progress women have made in the working world since the campaign for "equal pay for work of equal value" began. So dramatic is the shift from homemaking to careers that Eli Ginzberg describes it as "bigger than the atomic bomb or nuclear power."