

WOMEN'S STUDIES CELEBRATION
Women's History Month 2006

NOMINATION: Papers and projects done in completion of course work for Spring, Summer and Fall 2005 eligible for nomination. Students do not need to be enrolled Fall 2005 or Spring 2006 to be eligible.
(Students are encouraged to identify works they would like nominated and approach their professor to initiate the process.)

Instructor Barbara Kernan Dept. WMNS
Course Number and Name WMNS 301 Semester completed Spring, 05
Title of Nominated Work Women in the Work Force

Pick one-
CATEGORY:

- Sampson:**
 Undergraduate Research Paper
 Undergraduate Project
 Graduate
- See
 Olson
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(The judges retain the right to reassign categories for all nominated works.)

STUDENT INFORMATION:

Name Elisabeth Prinz
Email lisiprinz@gmx.at Year/Major JR - Music
Local Address 310 Katharine Thomas Hall / Lebmachergasse 5
101 Garfield Ave. / Klogenfurt 9020
Local Phone 855-3971 Austria

****WHY DO YOU, THE INSTRUCTOR, RECOMMEND THIS AS AN EXEMPLARY STUDENT PAPER/PROJECT? (Attach a separate sheet.)**

As the nominating instructor, please notify the student and ask them to turn in the paper, or attach to your nomination form.

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Awards are sponsored by the UW-Eau Claire Foundation, Helen X. Sampson Fund, and by private individuals. Research involving human subjects must conform to the guidelines given by the Institutional Research Board. Contact Research Services, 836-3405, with questions.

Submission deadline is February 13, 2006.

Lise Oring has written a paper here that is both personal and political. She probes the modern American phenomenon of the woman who can and does "do it all," and sheds light on the price paid for such achievement. She then turns her scrutiny on her Austrian family-owned tire company which became woman-directed due to circumstance. Her paper is highly readable, touching in places, and shows us differences and similarities between the female work experiences of Austrians and Americans.

I am pleased to recommend this paper for a 2006 Women's Studies Award.

Baibava Keenan

University of Wisconsin – Eau Claire

Research Paper

Women in the Work Force

By

Elisabeth Prinz

For

WMNS 301, Section 002

Professor Kernan

14th April 2005

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TIMELINE

- 1848 Lucretia Mott and Elizabeth Cady Stanton call the first Women's Right Convention in Seneca Falls, NY; the Declaration of Sentiments is introduced.
- 1849 Elizabeth Blackwell graduates from Geneva College in NY, becoming first woman to receive a medical degree in the US.
- 1854 Susan B. Anthony collects 6000 signatures for a petition demanding control by women over their own earnings, possession of their children upon divorce and the vote.
- 1861 American Civil War begins.
- 1865 American Civil War ends.
- 1866 Elizabeth Cady Stanton runs for Congress – first woman to do so – despite the fact that women can't vote.
- 1868 Susan B. Anthony as publisher and Elizabeth C. Stanton as editor issue **THE REVOLUTION**; a weekly forum of women's rights.
- 1869 Elizabeth C. Stanton and Susan B. Anthony found the National Woman Suffrage Association (NWSA), Stanton is president for its entire 21-year existence until it merges with the rival American Woman Suffrage Association (AWSA) in 1890 and becomes the National American Woman Suffrage Association (NAWSA).
- 1869 Female lawyers are licensed in the US.
- 1869 Austrian women are first admitted as primary school teachers.
- 1870 Austrian feminist leader Marianne Hainisch presses the Vienna Women's Employment Association to demand admission of girls to grammar schools in order to fit them for jobs, the Association instead asks for a "Höhere Schule für Mädchen" (High School for Girls) to train girls for motherhood.
- 1872 Susan B. Anthony and eight other women are arrested for voting in Rochester, NY; they are freed from jail, but are tried and fined in 1873.

- 1873 The Vienna World Exhibition includes a pavilion showcasing women's work.
- 1888 Establishment of National Council of Women of the US.**
- 1890 The Austrian government withdraws the right of property franchise from women; a public protest is organized by Auguste Fickert.
- 1893 Auguste Fickert found the General Austrian Women's Association.
- 1897 The University of Vienna allows women to matriculate.
- 1902 Elizabeth C. Stanton dies.**
- 1903 The National Women's Trade Union League (NWTUL) is founded to improve working conditions and wages.**
- 1905 Austrian Baroness Bertha von Suttner wins the Nobel Peace Prize.
- 1906 Susan B. Anthony dies.**
- 1909 American labor activist Elizabeth Gurley Flynn becomes a leading organizer of the International Workers of the World.**
- 1914 World War I begins.
- 1918 WW I ends.
- 1918 Women are granted the vote in Austria.
- 1919 Ten suffragists are arrested when picketing the White House. They go on a hunger strike and are force-fed.**
- 1920 The 19th Amendment to the US Constitution is ratified after 72 years. Women in the US gain the right to vote.**
- 1922 The US Government Printing Office declares that male and female employees will receive equal pay for the same work.**
- 1922 Else Richter becomes Austria's first female professor.
- 1926 My great-grandparents found the tire-selling company "Plankenauer".*
- 1929 The Great Depression begins with October 24 crash of the stock market.**

1932 Entrepreneur Tillie Lewis (nee Myrtle Erlich) makes \$ 12 000 a year selling securities in New York.

1933 My grandmother, Edeltraud Plankenauer, is born on Mai 22nd in Austria.

1939 World War II begins.

1940 The US Department of Labor reports that less than 17% of all married woman in the US are employed outside the home.

1945 WW II ends.

1947 My grandmother starts to work in sales and the legal department of the family business "Plankenauer".

1949 Helene Hoffman becomes the first woman sales manager in the New York City auto industry.

1957 My mother, Barbara Plankenauer, is born October 30th in Austria.

1958 Banker Mary G. Roebing is elected to the board of governors of the American Stock Exchange, the first woman to hold such a position.

1962 Felice N. Schwartz founds Catalyst, Inc.; a national organization that assists women in choosing and developing their careers.

1963 The US Equal Pay Act is passed.

1964 Passage of the US Civil Rights Act, known as Title VII, which prohibits discrimination on the basis of race, sex religion or national origin is passed.

1964 The Equal Employment Opportunity Commission is created.

1971 American women's movement leaders announce the formation of the National Women's Political Caucus, whose goal is to put more women who speak for women's and minority issues into elected and appointed political positions.

1972 The US Congress passes the Equal Employment Opportunity Act, permitting preferential hiring and promotion of women and minorities.

1972 Title IX of the Education Code is passed which guarantees equal access and opportunity for women and men in all public education institutions.

- 1972 The “Aktion unabhaengiger Frauen” (League of Independent Women) is founded in Austria.
- 1976 The UN proclaims International Women’s Year.
- 1976 The US Air Force Academy admits 155 women, ending the all-male tradition at US military academies.
- 1977 Foundations of the US National Women’s Studies Association.
- 1978 For the first time in American history, more women than men enter college.
- 1978 My mother starts to work in our company in the legal department.*
- 1979 More than 290 women hold seats on the boards of major US corporations, almost double the number in 1975.
- 1979 Austria passes the Equality Treatment Act.
- 1979 My grandmother takes over the family business.*
- 1983 I, Elisabeth Pring, am born on May 21st in Austria and my mother quit her job for five years.*
- 1985 According to the US Department of Labor, 53% of all married women are part of the labor force.
- 1985 My brother, Thomas Pring, is born on October 29th in Austria.*
- 1986 The US Census Bureau reports that women own 25% of the nation’s businesses.
- 1989 My mother resumes with her half-time job, my grandmother retires and my father becomes head of the company.*
- 1991 Foundation of the “Frauenstellenservice” in Austria; an establishment which helps exclusively women in all areas of life.
- 1994 Congress adopts the Gender Equity in Education Act to train teachers in gender, equity, promote math and science learning by girls, counsel pregnant teen and prevent sexual harassment.

1994 The Violence Against Women Act was created to fund services for victims of rape and domestic violence.

1997 Two small parties mobilize the first women's rights referendum in Austria which was signed by 645,000 people.

1998 Madeleine Albright becomes first woman to serve as US Secretary of State.

1998 Women earn 73 cent for every dollar earned by men.

1999 My parents get divorced and my mother takes over the family business. Now she works full-time.

2000 Hillary Clinton becomes the only First Lady ever elected to the US Senate.

2006 I will be the first woman in my family who graduates from college.

1.) Introduction

”She is not the same women in each magazine advertisement, but she is the same idea. She has that working-mother look as she strides forward, briefcase in one hand, smiling child in the other. Literally and figuratively she is moving ahead. [...] She is confident, active, “liberated”. [...] She has made it in a man’s world without sacrificing her femininity. And she has done this on her own. By some personal miracle, this image suggests, she has managed to combine what 150 years of industrialization have split wide apart – child and job, frill and suit, female culture and male.” (Hochschild, 1989, p.1)

That is the picture of the ideal working mother today. But reality looks a little different. Women are still far from being treated equally to men. Female workers still earn less than their male counter parts for the same job. They still encounter discrimination at their work place because of their sex. Combining work and family is another factor women have to deal with. They have a household to keep up with and maybe children to take care of, besides their wage earning job. In the last hundred years a lot of changes took place in the work force. Women formed labor unions, got together in organizations and government passed several legislations to improve the working conditions for women.

This paper observes women in the U.S. labor force. Special emphasis is put on women in management positions. What barriers do women still have to overcome in high-paid, senior positions? What is the “Glass-Ceiling” concept? I am especially interested in women in managerial jobs because my mother and my grandmother, both, work(ed) as the head of our family company. I hear stories about my mom’s job but before the interview I did not know about the difficulties she encountered in her career.

First, a brief overview of the history of women in the U.S. labor force is given. Second, the position of women in managerial jobs is discussed. What kind of managerial jobs do women get and where on the career ladder are they stuck? Also the Glass Ceiling Concept is explained and what can be done to boost women into senior management jobs. Third, I take a look at our family business “Plankenauer”. I give an overview of the tire selling company’s history and explain what my grandmother and my mother experienced as employees and heads of the company. Next, the effects on social life are examined. What has changed since women entered the work force? What are “supermoms” and what is a “double-day”? I also reflect on my mother and the changes in our family structure. Finally, a conclusion is drawn considering all points of the paper.

2.) From Factory Work to Management

At the beginning of the 19th century women’s jobs were limited to factory labor and housework. Professions were not suitable for women in these days, except for writing and teaching jobs. Women who married early and bore children often were denied entering a professional career. However, increasing education for women in the 19th and 20th century opened the door to a variety of jobs.

In the 1870s the majority of women still worked in the household and only 25 percent were engaged in paid factory work. The conditions at the work place were usually brutal and women were given the least skilled and poorest paid jobs. Married women, however, had a hard time working outside their home. Only a few privileged females from the upper class taught in elementary education.

In order to improve the situation for female workers, women got together in unions. The most successful and enduring efforts at unionization included women shoe workers who organized the Daughters of St. Crispin, Irish collar ironers who started the Troy Female Collar Laundry Workers Union, and printers who founded the Women's Typographical Union in New York City in 1868. Unfortunately only a small percentage of women belonged to labor unions. But that was about to change between 1900 and 1910 in the aftermath of a wave of strikes. Women's organizations, such as the Women's Trade Union League, also pushed for protective labor legislation. They demanded safe and clean working conditions, minimization of health hazards and shortened working hours.

At the beginning of the 20th century new areas of employment emerged. Slowly the number of female factory workers declined. By 1920, the proportion of professional women had climbed to thirteen percent and it increased rapidly thereafter. A change in production and an increase in consumerism opened new doors for female workers. Also married women were more and more attracted to wage work.

During the Great Depression women had to give up their jobs to men but soon after that there was a boost in female workers. Pressures to reduce women's labor force participation did not succeed: married women had to go to work to serve as providers for the family and a sex-segregated labor market stabilized the demand for women. And the war opened even more opportunities for women who wanted wage work.

President John F. Kennedy's Commission on the Status of Women, the emergence of the second wave of feminism and legislations to overcome job discrimination, gave female workers a new boost in the sixties. The Equal Pay Act was

passed in 1963, the Civil Rights Act forbade discrimination in 1964 and the Equal Employment Opportunity Commission was created. By the seventies, medical and law schools, corporate and financial institutions, and political bureaucracies had increased equal access for women. Though many women complained of a "glass ceiling" that limited access to the most powerful and lucrative jobs, the barriers to managerial-level jobs had become more permeable.

3.) Women in Managerial Jobs

Today women are better educated and hold more jobs than ever before. "In 2000 almost 63 million women, aged 16 and over, were employed [in the U.S.], representing 47 percent of the total workforce." (MSN Encarta, Retrieved April 8, 2005) Female workers hold paid jobs in the greatest variety today and women are marching into working areas they have never been before. According to MSN Encarta (Retrieved April 8, 2005): "In the last two decades many more women have entered the new high-technology industries; by 1998, for example, 31 percent of all computer programmers, and 28 percent of all computer systems analysts and scientists were women."

Despite all the positive progression in the female labor force, women still get paid less than men for the same job: the wage gap between men and women exists. "In 2004, women were paid 80 cents for every dollar men received. That's \$20 less to spend on groceries, housing, child care and other expenses for every \$100 worth of work we do." (AFLCIO, 2005)

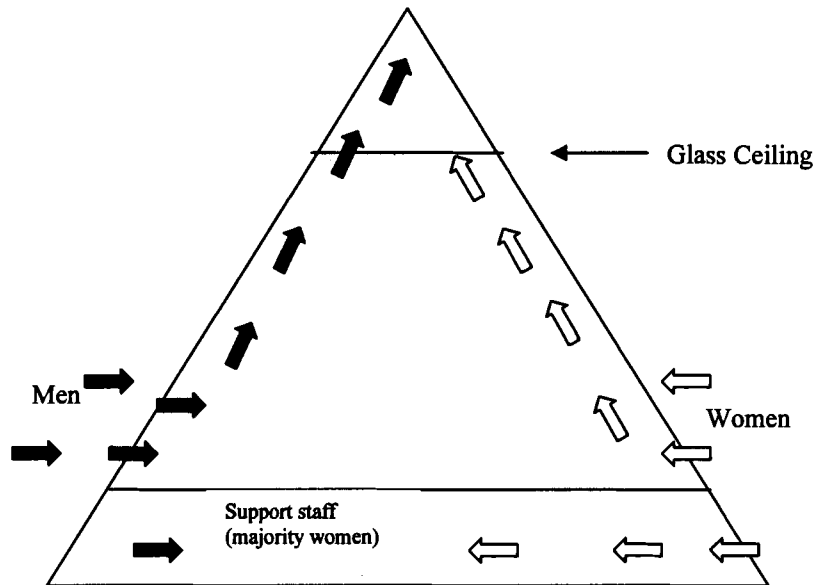
Additionally women are still concentrated in certain types of jobs. Men still hold "men's jobs" and women hold "women's jobs". The higher the position, the more glaring

is the gender gap. Scientists talk about a “glass ceiling” that keeps women from entering into management jobs.

3.1 The Glass Ceiling Concept

The term “glass ceiling” describes the invisible barrier women encounter on their way to the top. “Glass Ceiling’ is a term coined in the 1970s in the United States to describe the invisible artificial barriers, created by attitudinal and organizational prejudices, which block women from senior executive positions.” (Wirth, 2001, p.1)

Glass ceilings deny women and minorities the opportunity to advance within their careers. It is a reflection of gender roles and relations which maintain inequalities between women and men in all walks of life.



The glass ceiling in the organizational pyramid

The educational level of women today is comparable with those of men. Women hold positions which were some years ago exclusively for men. They climb the career

ladder continuously; but there is this point where further enhancement is stopped. Inherent discrimination in the structures and processes of both organizations and society make women stay in low management jobs. The Glass Ceiling lets qualified and competent women look up to the top level and see what they would be able to achieve, but this barrier can hardly be broken. Although the Glass Ceiling is invisible and very abstract, statistics prove its existence.

“In the United States where women are as equally qualified as men and constitute around 46 percent of the workforce, they were shown by a 1996 survey (Fortune 500) to hold only 2.4 percent of the executive management positions and form a mere 1.9 percent of top earners among the largest companies” (Wirth, 2001, p.38)

The Glass Ceiling can exist at different levels in the organizational pyramid depending on the company and country. Some women encounter it already on the junior management level; others climb up close to the corporate head and are stopped. Women do get managerial jobs but just not the top, high paid, senior positions. Women work in the supporting staff field but not as legislative or senior officials. However, there is still a small number of women who are able to break through the Glass Ceiling. The situation is slowly but steadily improving.

3.2 Promoting women in management

There are several actions which can be taken to boost women into senior management and corporation's head positions. Actions have to be taken from different

positions and levels. The most important measurements are to ensure the right qualification and training for women and policies and practices at the workplace to extinguish discrimination at all levels.

Government is a significant paradigm and it plays an important role in regulating the social, political and economic environment. Government has the power to make gender equality receptive in daily life. National programs and organizations publicize equality of women and men in all walks of life, which sets a basis for further, more specified actions.

Besides all the governmental and organizational actions taken, how can women themselves improve their situation? A program launched by the Public and Commercial Services Union (2005) reviews the following three areas:

- Management Education and Training
- Career and Personal Development
- Social Policy

This are the three domains women should know about when seeking a top managerial career. What is management and what does it mean? How is a manager defined and what is his/her job? Women should be trained in goal setting, leadership and communication and negotiation skills. The existing skills should be expanded and new ones inherited. Women should exactly know what they want in their career and where they want to get with it. And finally they should be informed about equality at the workplace, the laws and regulations, their rights and the role of trade unions.

Social environment is changing and new conditions are beneficial for women in managerial jobs. Hunsaker (1986, p.19) lists in “Strategies and Skills for Managerial Women” the following beneficial factors for women in the workplace:

1. A shift from product to service businesses in the American economy.
2. Changes in family roles and public attitude.
3. Increasing employment opportunities in managerial positions due to organizational growth, branching, and decentralization.
4. Changing values and life-styles.
5. Legal requirements for nondiscrimination, equal opportunity, and equal pay.

Obviously this list is from the 80s; today women are already in the service sectors of businesses and now want to rise to top senior jobs. Wirth (2001) formulates it the following way:

Since the advent of the women’s movement, changes in social acceptance of gender equality have been primarily due to changing perceptions among women and men themselves. The promulgation and enforcement of equal opportunity laws have not only lessened institutional discrimination, they have also had a considerable impact on the awareness of populations. (p.1)

Although changes take place, the progressive process is slow. A lot has to be accomplished by third wave feminists to reach equality for women in the work place.

4.) Plankenauer – a matrilineal business

At the beginning of this project I was not sure about asking my grandmother and my mother about their lives. Not that I was afraid of asking or that I thought it was weird but, honestly, I did not want to spend a phone call all the way to Austria talking about the past of my family. I am an International Student: I have lived here in the United States since nine months.

So I ended up writing an email to my mother, explaining what this paper is about, what it is for and what I would like to know from her and my grandmother. I knew a lot about our company but what I found out in those email exchanges was just surprising and fascinating for me. My grandmother and my mum put a lot of work and effort in our business but there was also a lot of sweat and tears.

4.1 My grandmother

“Plankenauer”, named after my great-grandparents’ last name, was founded in 1926. My grandfather took over the tire selling company in 1947 and became business manager.

My grandmother, Edeltraud Plankenauer, grew up on a farm on the countryside. When she entered into the business of her husband she had no idea about business administration. The schools my grandmother attended focused on agriculture and farm industries. She had a hard time becoming acquainted with her job in sales and the legal department. Not only did she have no knowledge about the business, also her parents were disappointed because they wanted her to take over the farm.

When my mother and my uncle were born my grandmother managed to keep her job. Sometimes in the evening she took the children, already asleep, in their buggies to work so she could write bills. She said that in those days jobs were not as stressful and occupying as today. Also our business was as large in those days as it is now. In the fifties, however, the company expanded extremely fast. In 1956 “Plankenauer” started producing recycled tires, which they named “Blue Star”. Eight branches opened all over Austria.

With the sudden death of my grandfather in 1979 my grandmother took over the business. As the head of the company she experienced the first gender discriminations. Employees did not respect her and often neglected her orders. Business partners did not take her seriously and a lot of pessimistic people thought that this was the end of the business.

I never experienced my grandmother as a worker but I know that the company was her life. Her children, my mother and my uncle, also had to work hard to keep my grandfather’s bequest alive. My grandmother did not degenerate the business but enlarged it. She gained respect from her business partners and employees. She is a tough and hard-working woman, with a strong volition. When my grandmother retired in 1988 she was an authority, but her employees took their hats off to her. The very same year my father, Werner Prinz, took over the business.

4.2 My mother

In 1999 my parents got divorced and my father resigned from his job. That was the time when my mother realized that she would have to take over the business.

My mother grew up with our company. She worked there during school breaks and helped out whenever there was need. Her full-time job at "Plankenauer" began when she was twenty-one years old. After graduating from a high school with emphasize on business my mother began to study at the Karl-Franzens University, which was about a two hours drive away from her home. That was the first time in her life she felt free; free to do everything she wanted. However, my grandfather discovered that my mother was not very successful in studying so he forced her to come back home and work.

After some practical training in several departments my mother finally worked in the legal department. I do remember her well in that job because for several summers I also worked there. My mother's job was really tough. All day long she dealt with people who did not want to pay or could not pay for the goods they bought. My mum received annoying phone calls from people yelling and screaming at her; asking why they again got an urging letter.

I admired her for how she dealt with those people. Hardly ever did she raise her voice. Instead she stayed calm and tried to speak with the yelling customers in a peremptory and ascertained voice. People insulted and offended my mother and men often demanded a man to speak with. However, my mother was the only person in the legal department. She had to deal with insolvent costumers all alone and she did very well.

In 1983 my mother stopped working for five years because I was born the very same year and my brother was born two years later. When we children reached Kindergarten age she began working in a half-time job. In 1999, as I already mentioned,

my parents got divorced and my mother took over the business from my father. Since then my mother is working in her full time job as the head of the company.

My mum talked to me a lot about how it is as a female entrepreneur in a male dominated domain. One day she came home from work and said: "Men sometimes are like babies, they want to be fondled and cuddled." Since her promotion to the head of the company my mother realized that sometimes it is difficult for men to be criticized by a woman. And it is even worse when men have to take orders from a female. In meetings with business partners, which are all men, she sometimes has difficulty getting heard. However, my mum is a very direct person who is not ashamed, afraid or too shy to say something. If she feels discriminated against or offended she speaks up. And from what I see and know her business partners respect her.

My mum said that she thinks women are advancing fast nowadays because females have characteristics and qualities men do not have. She said: "Women are "multitaskers", they can do several things simultaneously, they have emotional intelligence, and they back up their decisions and stand behind them all the way through." In order to accomplish the optimum results the combination woman-man works best, in her opinion.

5.) Female entrepreneurs and the effect on our family life

Female workers have not only changed their own lives but brought about a change in social life, family structure, and men's lives. Today women are faced with different problems. It is not only their work they have to worry about but the household as well. Women have a "double day" and want to play "supermoms".

I recognized a change in our family structure when my parents got divorced; not the obvious changes like living in separate houses but a change of my parents and their style for living. When my parents were still together we were the classic family. The gender roles were assigned typically: although my mother worked in a half-time job she was supposed to take care of the household, raise us children. My father was hardly ever at home. However, when he came for dinner it had to be ready the minute he entered the house. He would never lift a finger in the household.

Today I live in a nuclear family. Both of my parents have new partners; I have a brother and three step-brothers. My father, who did not even know how to operate the microwave, learned how to cook. He makes the best grilled salmon and salad dressing in the world (even better than my mom's). When my brother and I stay at my father's house we always have a 4-star hotel breakfast with fresh orange juice and ham and eggs. Today he makes the table and washes the dishes. My mother does not "serve" her boyfriend as she did with my father. When she comes home from work she sits down to the ready-made dinner. Family events are celebrated twice, once on my mum's side and a second time on my father's side. In each household both partners work but both also take care of the household. However, my mother still does more work at home, but the situation in our family improved tremendously.

However, when my brother and I were still living at home my mother definitely had a "double day". She came back from eight (sometimes ten) hours of work and was not able to relax but had to take care of the household and us children. Although we have a maid who helps my mum with keeping the house clean she has to do several things by herself. Women's work in the household was underestimated decades ago but a "double

day” today, being a household keeper and worker at the same time, is even given less acknowledgement.

Women with children have it even more difficult because they, in addition to all this work, have to take care of their children. They try to be what Arlie Hochschild calls “supermoms”. “Supermoms put in long hours at the office but kept their children up very late at night to get time with them. [...] Supermoming was a way of absorbing into oneself the conflicting demands of home and work.” (Hochschild, 1989, p. 195). Although my brother and I do not even live at home anymore my mother still tries to be the supermom. She calls us usually everyday, usually when she sits in the car driving to a meeting because that is the only free time she has. And when she forgets she really has a bad conscience.

Generally my mum changed a lot since she became the head of our company. She definitely gained self-confidence but she is also under a lot of pressure and stress. This stress is definitely caused by wanting to care for everyone and everything: the job, her family and her friends. Due to the fact that my mother has to reject invitations from her friends very often she devotes a lot of her free time to them. So either she is busy with work, occupied by the family or her friends. Hardly ever she has time for herself. Hochschild (1989, p.4) confirmed my observation by saying that, “Studies show that working mothers have higher self-esteem and get less depressed than housewives, but compared to their husbands, they’re more tired and get sick more often.”

Keeping the balance between job and personal life is often extremely difficult for women. A lot of changes took place but there is still more work to come. Unfortunately men at the beginning of the 21st century still feel that housework is women’s work. As

mentioned in by Fenstermarker, West and Zimmermann: “[...] the ‘thirtysomething’ husband appears little evolved from his ‘fifty-something’ father, whose housework and child care were largely supplemental and severely constrained by concerns about what was appropriate ‘men’s work’.” (p.298)

6.) Conclusion

In conclusion we can say that on one hand a lot has changed for women in the work force; on the other hand there are still numerous factors which remain to be changed. Women today face different problems than hundred years ago. The question, “Is it all right for me to work?” does not exist anymore. But different questions arise. Today women want not just any kind of job; they do not want to work in exclusively female dominated areas. Equality on all levels is what female workers are striving for.

Another factor which women today have to deal with is their “double-job”. By no means does equality exist in the household. Women still remain the servants and their household activities are by no means acknowledged by society. Mothers additionally are to take care of their children. The workload for women is extremely higher today than decades ago, and a more hectic lifestyle does not contribute to a stress-free life as a working mother.

I also experienced a tremendous change in my family. From the classic middle-class family: the father works in a management position and is hardly ever at home, the mother has a half-time job and has to take care of the household and raise the children; to a nuclear family, where housework is more, though not totally, equally distributed. Also I experience my mother in a managerial position, which makes it extremely interesting to

observe the barriers women still have to overcome. I do, however, think that because our business is a family business my grandmother and my mother had less discrimination at the work place and less obstacles to deal with than employed women in general.

Not only has America made progress in gender equality; but also Austria has made steps ahead. However, we, Austrians, very much follow actions of countries around us, such as Germany and also the European Union. We are not forerunners on equality issues but we immediately follow the first.

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