



Universiteit  
Leiden  
The Netherlands

## **Spousal influence on employees' career paths in dual ladder systems: a dyadic model**

Pluut, H.; Büttgen, M.; Ullrich, J.

### **Citation**

Pluut, H., Büttgen, M., & Ullrich, J. (2018). Spousal influence on employees' career paths in dual ladder systems: a dyadic model. *European Journal Of Work And Organizational Psychology*, 27(6), 777-792. doi:10.1080/1359432X.2018.1531849

Version: Not Applicable (or Unknown)

License: [Leiden University Non-exclusive license](#)

Downloaded from: <https://hdl.handle.net/1887/67587>

**Note:** To cite this publication please use the final published version (if applicable).



## Spousal influence on employees' career paths in dual ladder systems: a dyadic model

Helen Pluut, Marion Büttgen & Jan Ullrich

To cite this article: Helen Pluut, Marion Büttgen & Jan Ullrich (2018) Spousal influence on employees' career paths in dual ladder systems: a dyadic model, *European Journal of Work and Organizational Psychology*, 27:6, 777-792, DOI: [10.1080/1359432X.2018.1531849](https://doi.org/10.1080/1359432X.2018.1531849)

To link to this article: <https://doi.org/10.1080/1359432X.2018.1531849>



© 2018 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group.



Published online: 13 Oct 2018.



Submit your article to this journal [↗](#)



Article views: 243



View Crossmark data [↗](#)

## Spousal influence on employees' career paths in dual ladder systems: a dyadic model

Helen Pluut<sup>a</sup>, Marion Büttgen<sup>b</sup> and Jan Ullrich<sup>b</sup>

<sup>a</sup>Department of Business Studies, Leiden University, Leiden, The Netherlands; <sup>b</sup>Institute of Marketing and Management, University of Hohenheim, Stuttgart, Germany

### ABSTRACT

This cross-sectional field study examines the influence of employee and spousal characteristics on employees' career-related motivations in dual ladder systems. We go beyond "constraints-based" explanations of spousal influence and focus on the degree to which the spouse has aspirations for the focal employee's career – referred to as *spousal career aspirations*. Using a dyadic study design, we tested a model that specifies the influence of both partners' career salience and materialism on an employee's motivation for a particular career path: as manager or technical specialist. According to survey responses from a matched sample of 207 employees and their spouses, the spouse's career salience and materialism (the latter only for women) were associated with higher levels of spousal career aspirations. In turn, those employees whose spouses aspired for them to have a career were less motivated to obtain a specialist position. Employees' own career salience was positively associated with their motivation for a managerial position and, in combination with high levels of spousal career aspirations, pulled employees away from a career on the technical ladder. Our results shed light on the family-relatedness of career decisions and have notable implications for dual ladder organizations.

### ARTICLE HISTORY

Received 3 May 2017  
Accepted 29 September 2018

### KEYWORDS

Career; spouse; gender; family-relatedness of work decisions; dual ladders

Talent management is of critical importance in today's organizational landscape, and its primary goal is to "position the right people with the right skills in the right jobs" (Kim, Williams, Rothwell, & Penaloza, 2014, p. 94). As organizations increasingly recognize the need for technical expertise (e.g., from engineers, scientists, and IT specialists), they oftentimes change their career management systems and offer their technical employees an alternative career path to the traditional route for advancement. That is, in an attempt to play to employees' strengths and address concerns about the development, remuneration, and retention of expert professionals, modern organizations may set up so-called "dual career ladders" (Weer & Greenhaus, 2015). Dual career ladders – also termed dual career tracks (e.g., HayGroup, 2004) – are career systems that distinguish between a managerial and a technical career path such that organizations allow upward mobility for technical employees without requiring that they move into supervisory or managerial positions. It has been an important concept for decades now in industries such as mechanical engineering and information technology (Deuter & Stockhausen, 2009). Nevertheless, the dual ladder system is not without controversies.

One of the major concerns surrounding the dual ladder system is the range of career opportunities and associated perquisites for employees in the managerial and technical ladders (Weer & Greenhaus, 2015). Although organizations attempt to equate the two ladders in their career systems, in particular in terms of pay, it is often claimed that the technical ladder falls short in offering increasing levels of power for

technical experts as they move up the ladder (Allen & Katz, 1986; Berberich, 2014). Thus, technical experts lack power compared with managers and typically are seen as less important in organizations because, as Allen and Katz (1986) noted, in our society "there is a general cultural value which attaches high prestige to managerial advancement" (p. 185). These problems associated with how both ladders are perceived can interfere with the benefits that dual ladder systems aim to deliver for organizations. That is, when both ladders do not provide similar career advancement opportunities and organizational rewards, organizations may face difficulties in attracting, developing, and retaining technical professionals (Weer & Greenhaus, 2015).

Nevertheless, we know very little about the factors influencing career decisions of employees that work in dual ladder organizations. The study reported herein investigates the intentions of employees who are presented with a dual career ladder system during their employment. When the dual ladders are not perceived as equally successful career trajectories, employees may circumscribe certain career options and will not always pursue the career path that best suits their skills, talents, and desires. We coin the phrase *think career – think management* to refer to the current situation in which the managerial path is more likely to be seen as a career than the technical path (Domsch, 2009; Vinkenburg & Weber, 2012; Weer & Greenhaus, 2015). Yet it remains an intriguing question under which conditions an individual will decide against pursuing a career on the technical ladder.

Any process of career decision-making is influenced by a variety of factors such that employees do not arrive at a decision independently (Hall, 1987). The choice for a particular career ladder is not straightforward because individuals attempt “to meet their own and others’ expectations regarding successful working lives and careers” (Zacher, 2014, p. 22). The family-relatedness of work decisions (FRWD) framework (Greenhaus & Powell, 2012) suggests that the spouse is one of the major influential factors in a person’s environment that may shape career decision-making. Oftentimes, a spouse holds strong views about the employee’s working life and wishes him or her to pursue a career, yet this is a neglected side of the work–family interface. We address this gap in the literature and offer an extension of the FRWD framework by introducing the notion of *spousal career aspirations*. In doing so, we go beyond “constraints-based” views of spousal influence on work decisions, which have prevailed in prior research. To develop our notion of spousal career aspirations, we first identify characteristics that might lead individuals to develop career aspirations for their partner and also aim to uncover differences between men and women on this point. Second, we investigate how spousal career aspirations influence the intentions of employees who work in dual ladder systems.

Importantly, in order to investigate the influence of the spouse above and beyond the influence of employee characteristics, the current study incorporates both partners’ perspectives and uses a dyadic study design to advance our understanding of career decision-making in dual ladder systems. The pursuit of a career is highly influenced by norms and values developed in society about how important work and career are and by what criteria career success is judged (Schein, 1984) as well as by people’s personal values (Šverko, Babarovic, & Šverko, 2008). In examining the factors influencing employees’ career-related motivations, we thus take a value-based approach. We investigate the role of career salience and materialism – values that are dominant in our performance-oriented society – in shaping employees’ career-related motivations. In line with our dyadic approach, we focus on these characteristics for both employees and spouses and examine how their interplay affects employees’ motivation to obtain a managerial versus specialist position.

Our study is among the first to investigate the push and pull factors that make it more or less likely for an individual to pursue a managerial or specialist position in a dual ladder organization. To this end, we integrate scholarly work on dual ladder systems with more recent research on the FRWD (see Greenhaus & Powell, 2012). Our proposed model contributes to research on dual ladder systems by examining the factors and underlying processes that explain employees’ career-related motivations, while explicitly modelling the influence of the spouse because an awareness of the work–family interface is crucial to understanding career decisions (Perrone, Wright, & Jackson, 2009). Our study underlines the family-relatedness of work decisions and contributes to theory on work and family by introducing the notion of spousal career aspirations and examining its determinants and consequences as well as the role of gender.

## Theoretical and empirical background

In line with our focus in this article on dual ladder systems, we view *career* as a process of development of the employee through a path of experiences and jobs in one or multiple organizations (Baruch & Rosenstein, 1992). The career concept model (Brousseau, Driver, Eneroth, & Larsson, 1996; Larsson, Driver, Holmqvist, & Sweet, 2001) suggests that people do not have uniform views on what constitutes an ideal career. While some are motivated to move upward in the hierarchy and define career success in terms of one’s position in that hierarchy (i.e., *linear* career concept), others feel a lasting commitment to some specialty and are motivated to master the set of skills and knowledge that define their profession (i.e., *expert* career concept). Importantly, dual ladder organizations attempt to play to employees’ different conceptions of careers. The career conceptions of many technical professionals are at odds with the rewards and structures of traditional managerial hierarchies because, as Katz, Tushman, and Allen (1995) noted, these employees “prefer the freedom to pursue their technical interests and to make judgments in their areas of technical competence rather than having to assume more managerial responsibility” (p. 849). Dual ladder systems are developed to solve this matter by establishing a viable career path for employees with expert career concepts.

However, as noted in the lead introduction, problems surrounding the implementation of the dual ladder system are numerous and widely documented (see e.g., Allen & Katz, 1992; Baroudi, 1988; Berberich, 2014), with the major concern being that the managerial ladder is typically associated with higher salaries, status, power, and other job perquisites (Allen & Katz, 1986; Hesketh, Gardner, & Lissner, 1992). As such, the managerial ladder is more consistent with traditional hallmarks of career success than the technical ladder (see Vinkenburg & Weber, 2012). This presents considerable problems to the credibility and viability of the technical ladder because “the norm against which most career patterns are held is [still] upward mobility” (p. 603) and people measure success on the basis of the degree to which one is able to gain more pay, greater responsibility, and more status (Vinkenburg & Weber, 2012).

We posit that problems associated with the technical ladder may lead people to decide against a career as a technical professional if they experience a misalignment with their own and their spouse’s personal values. Individuals evaluate their own careers in terms of the attainment of inner values, goals, and aspirations, or how well they can implement their self-concept (Savickas, 2002), and – we argue – in terms of the degree to which their career aligns with the values and aspirations of the spouse. Thus, in this article, we take a value-based approach and investigate the influence of both career salience and materialism on employees’ career-related motivations. Both characteristics are associated with achievement-oriented values and values related to money and status (Schwartz, 1999). Those values are important factors in the world of work that may influence career motivations and choices because one’s career offers opportunities for the attainment of personal values (Super, 1980; Šverko et al., 2008). We examine these value-based traits for both employees and their spouses.

The role of the spouse in an employee's career has received more scholarly attention with the emergence of the FRWD framework (Greenhaus & Powell, 2012), which explicates that people often consider the home situation when choosing courses of action in the work domain, to foster positive outcomes for the couple or family. A common FRWD example is the decision to take a break in one's career in order to spend more time with children (Tharenou, 1999), and this decision tends to be strongly influenced by the spouse's expectations regarding child-care duties (Higgins & Duxbury, 1992). In fact, many work-related decisions have consequences for employees' commitment at home, and this is why previous research has focused extensively on how modern-day couples need to adopt work-family strategies for "scaling back" (Becker & Moen, 1999). Yet in this article, we posit that it is imperative to consider the possibility that employees have a spouse who aspires for them to have a career and be successful at work, as opposed to scaling back or career downsizing. We believe this is an important oversight in the literature, which predominantly describes situations (as in the example mentioned earlier) in which an individual makes sacrifices at work in order to increase couple or family well-being. That is, it is generally assumed that couples experience a trade-off between work and family and the spouse poses constraints on an individual's career (i.e., requiring compromises that ultimately will improve the couple's work-family balance; see, for instance, the qualitative study by Lysova, Korotov, Khapova, & Jansen, 2015), thus overlooking the possibility that partners prefer each other to take on career-based roles (Hall & MacDermid, 2009; Yogev & Brett, 1985). In order to address this gap, we introduce the notion of *spousal career aspirations*. We argue that the spouse may influence the focal person's career decision-making process by expecting him or her to engage in work-related activities and achieve success at work; in other words, to have a career.

In doing so, we build on Masterson and Hoobler (2015), who in a recent paper challenged our way of thinking about the work-family interface. Traditionally, scholars have treated work and family as distinct and conflicting spheres, and a person with a strong family identity was assumed to spend less time at the office compared with a person with a strong work identity. However, Masterson and Hoobler (2015) posit that family identity can predict attitudes and behaviours at work that previously would have been exclusively associated with one's work identity. That is, when an individual decides to work extra hours or engages in some other work-related activity, this may actually reflect that person's commitment to the family and assist him or her in being a good family member. Accordingly, Masterson and Hoobler (2015) proposed that family identities can be construed in terms of both care and career; being a good family member may involve fulfilling care-based roles (e.g., picking up one's children from school) but also career-based roles (e.g., being a financial provider).

In essence, Masterson and Hoobler's (2015) notion that "work and family should not be viewed as a zero-sum game" (p. 84) sheds a different but much-needed light on the FRWD as put forward by Greenhaus and Powell (2012). Because prior research views work and family as domains that are

competing for an individual's resources (e.g., time and energy; Edwards & Rothbard, 2000), "the work and family literature is robust in constraints-based explanations of work-family decisions" (Masterson & Hoobler, 2015, p. 84). Yet, given that being a good family member may encompass work-related activities, we believe that it is not uncommon for a spouse to go beyond "constraints-based" expectations and instead have aspirations for the other's career. In this paper, we offer a new perspective on the work-family interface in general and on the FRWD specifically by focusing on *spousal career aspirations*, as a way to better understand how couples arrive at important career decisions.

Traditionally, such career aspirations would mostly apply to men, because women were placed in the role of homemaker and they spent fewer hours in paid employment (Cejka & Eagly, 1999). Men typically took on the role of breadwinner and were thus expected to provide for the family. Such gender roles are a key component of social role theory (Eagly, 1987). This influential theory posits that differences in behaviour of men and women stem from occupying different social roles. Nowadays, men and women attach meaning to their family roles in ways that do not necessarily fit the homemaker-breadwinner division of labour anymore. Modern society has witnessed a steady increase in dual-earner families (Galinsky, Aumann, & Bond, 2009). Our notion of spousal career aspirations should thus be considered inclusive toward both men and women. That being said, beliefs about where men and women belong are persistent (Cleveland, Fisher, & Sawyer, 2015) and individuals will regulate their own behaviour to ensure conformity to gender roles (Eagly & Wood, 2012). On this point, a study showed that the family-relatedness of work decisions is stronger for women than for men in that women are more likely to sacrifice career opportunities abroad for their husband (Ullrich, Pluut, & Büttgen, 2015). The persistent need to adhere to gender stereotypes may similarly be reflected in the aspirations partners develop for each other's careers. Here, we draw on social role theory to examine how gender impacts the dynamics of spousal career aspirations in couples.

## The current study

The theoretical foundation of our paper is based on an integration of various streams of literature, namely on dual ladder systems, values and careers, and the FRWD. We also build on social role theory (Eagly, 1987) to examine differences between men and women in the dyads. Based on the extant literature on career ladders, we start from the notion that dual ladder systems aim to play to people's different conceptions of careers, yet organizations fail to equate both ladders. As a consequence, a technical career may not fulfil in the attainment of achievement-oriented values. We focus on materialism and career salience as value-based traits that may differentially influence the employee's motivation for managerial and specialist positions. Importantly, career decisions are aimed at attaining both one's own values and those of one's spouse. On the basis of the FRWD framework (Greenhaus & Powell, 2012), we argue that employees may circumscribe the range of career options open to them and orient themselves



to one ladder at the expense of the other ladder in order to align with their spouse's values and aspirations.

A focus on spousal career aspirations requires an investigation into who are more or less likely to develop aspirations for their partner's career. In the next sections, we first propose that career salience and materialism are attributes of the spouse that may explain the formation of spousal career aspirations. Second, the issue of gender differences deserves attention in this respect. Although we expect that both men and women can have career aspirations for their partner, gender differences may still present themselves at the process level, in that the relationships in the model work differently for men and women. On the basis of social role theory, we build an argument as to why career salience and materialism predict aspirations for the other person's career less strongly for men than for women.

## Hypotheses

In building our conceptual model, depicted in Figure 1, we focus first on the influence of the spouse. Our previous discussion suggests that "careers fit in a competitive, performance oriented system" (Hofstede, 1984, p. 98) and are strongly driven by masculinity (Tharenou, 2001). Today, people increasingly attach value to success and impressing others (Desrochers & Dahir, 2000). In such a context, we argue, partners may develop career-based aspirations for each other, wanting the other to be committed and successful at work. Thus, we start from the notion that spouses hold expectations for each other's career and propose that spousal career aspirations influence an employee's career-related motivations in a dual ladder system.

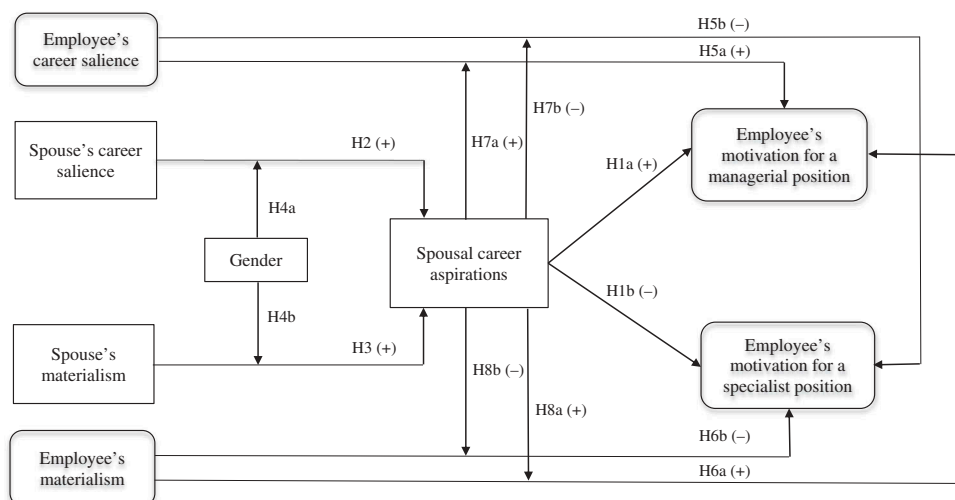
Career success is largely determined by the perceptions of others – perhaps most notably one's spouse – in terms of how much status, income, and power is attained. Importantly, the dual ladders as career options may not be perceived as equally prestigious by someone's spouse. Individuals are aware of the importance the spouse attaches to their career and, in their enactment of careers, they will take into account not only their

own interests but also the aspirations of their spouse. That is, presented with the availability of two career ladders, employees may feel they have to circumscribe and compromise their career options in order to meet expectations for success and job prestige (Gottfredson, 2002). Even though promotions and the associated rewards tend to be less important to professionals with a strong expert career concept (Allen & Katz, 1992), the same does not necessarily apply to their spouse. When the spouse holds high aspirations for the other person's career, in that he or she wants that person to be successful, those aspirations are likely to be consistent with the positive outcomes accrued from a managerial rather than technical career. Due to this implicit *think career* – *think management* association, employees are more likely to satisfy their spouse's expectations when they pursue a career on the managerial ladder. In contrast, specialist positions on the technical ladder are less consistent with traditional notions of career success. Thus, we predict that employees are more motivated to pursue a managerial career and less motivated to pursue a technical career when their spouse has relatively high aspirations for their career.

**Hypothesis 1:** Spousal career aspirations are (a) positively associated with the employee's motivation for a managerial position and (b) negatively associated with the employee's motivation for a specialist position.

We now turn our attention to identifying those factors that explain why some spouses have developed higher career aspirations for the focal employee than others. Values determine the choices that people make regarding work and family and, more specifically, their career. Two value-based characteristics of the spouse that are particularly interesting to study in this context are career salience and materialism, as we discuss below.

Role salience refers to personal beliefs and attitudes about how relevant a role is and how much time and energy one wants to devote to that role (Amatea, Cross, Clark, & Bobby, 1986). As a specific type of role salience, career salience refers



**Figure 1.** Conceptual model of dyadic influences on employees' career-related motivations. *Note.* Variables from the employee survey are depicted in rectangles with rounded corners and variables from the spouse survey are depicted in rectangles with square cut corners.

to the value people attach to their career and the extent to which the career is an integral and satisfying part of their life (Sekaran, 1982). Today, it is common for couples to have symmetric identity construals such that both partners focus the majority of their attention on work-related activities – which Masterson and Hoobler (2015) labelled as “outsourced” couples – and there are benefits for such couples. In a qualitative study by Bird and Schnurman-Crook (2005) among dual-career couples, participants indicated that their involvement in a career was a source of respect and pride to their partner and children. Moreover, participants concurred that their relationship improved because of the similarity in partners’ beliefs and expectations. From their study, it can be concluded that career-based roles can contribute to being a good family member (see also Masterson & Hoobler, 2015). Most career-oriented individuals want their partner to commit to an occupational identity and they stimulate each other to engage and invest in career activities (Bird & Schnurman-Crook, 2005). Thus, we posit that the personal values associated with career salience do not only influence decisions regarding one’s own career (as we propose later) but may also influence beliefs and attitudes about another person’s life roles. Specifically, we expect that individuals who are career-oriented develop aspirations also for their partner’s career.

*Hypothesis 2:* The spouse’s career salience is positively associated with spousal career aspirations.

Materialism may also provide a basis for developing career aspirations for the other person. Materialism refers to the importance ascribed to material goods and the reliance on such goods for meaning (Richins & Dawson, 1992). Materialistic people typically value image, status and wealth, and the work of one’s partner may contribute to the attainment of such materialistic rewards. In fact, it has been argued that careers can be approached as a means toward materialistic ends (Dik, Sargent, & Steger, 2008). Accordingly, we posit that people may view a partner’s career as a path to accruing material resources. Specifically, it can be expected that a spouse who is high on materialism wants the other person to show commitment to the pursuit of a successful career. Thus, we predict that aspirations for the other’s career are higher among spouses who are materialistic.

*Hypothesis 3:* The spouse’s materialism is positively associated with spousal career aspirations.

Gender differences seem to persist in work–family issues in that we continue to see gender gaps at work and at home in spite of a more equal labour force participation (Cleveland et al., 2015). The traditional homemaker–breadwinner division of labour is supported and sustained by the behaviours of men and women (Eagly & Wood, 2016) and still influences dynamics within working couples (Hoser, 2012). When men and women encounter different work and family expectations in the society at large (i.e., men are commonly expected to be career focused while women are expected to be caretakers; see Eagly & Wood, 2012), this will most likely be reflected in the expectations that partners develop for each other. As such,

it stands to reason that whether one’s own levels of career salience and materialism are bases for developing aspirations for the other’s career is different for men and women.

First, we predict that the proposed relationship between career salience and spousal career aspirations is weaker for men than for women. Social role theory predicts that men and women carry out activities in their sex-typical occupational and family roles, not in the least because behaviour consistent with societal stereotypes garners approval (Eagly & Wood, 2012). Accordingly, career-oriented men will be more inclined to prefer a stay-at-home spouse to allow greater focus on their own career because a stay-at-home wife is consistent with the man-as-breadwinner model. Perhaps due to prescribed gender roles, men are less likely than women to consider their spouse’s career as more important than their own (Jean, Payne, & Thompson, 2015). Hence, we expect that men’s level of career salience is less strongly a predictor of spousal career aspirations than it is for women.

*Hypothesis 4a:* Gender moderates the relationship between career salience and spousal career aspirations, with this relationship being stronger for women than for men.

A similar influence of gender can be expected for the proposed relationship between materialism and spousal career aspirations. Most often it is still men who provide financial support and other resources for the family. Gender roles prescribe that men are independent (an agentic attribute), thus it would be a violation of norms if men rely on their wife’s career for the satisfaction of their materialistic needs. Social role theory postulates that men and women form an alliance in which they create a division of labour consistent with societal expectations (Eagly & Wood, 2012). Individuals avoid strongly deviating from one’s gender role in order to avert negative sanctions. In fact, in marital relationships where the wife takes on the status of primary breadwinner, women are found to be unhappier (Wilcox & Nock, 2006). The process by which materialism leads to aspirations for the other person’s career is therefore unlikely to be similar for men and women; we posit that it is in particular materialistic women – and not men – who want their partner to have a career. Thus, we predict that men develop to a lesser extent than women career aspirations for their partner on the basis of their own materialism.

*Hypothesis 4b:* Gender moderates the relationship between materialism and spousal career aspirations, with this relationship being stronger for women than for men.

So far, we have hypothesized that employees’ career-related motivations are influenced by the spouse. Next, we propose that an employee’s motivation to obtain a managerial versus specialist position is also a function of their own career salience and materialism.

Career salience refers to the importance an individual ascribes to one’s career, and it is a reflection of personal values related to achievement, status, and money (Schwartz, 1999; Šverko et al., 2008). Materialistic people also value status and money. Often it is the world of work through which career-

related values and the extrinsic needs associated with materialistic values can be attained (Masterson & Hoobler, 2015; Promislo, Deckop, Giacalone, & Jurkiewicz, 2010). Such values therefore encourage individuals to devote themselves to work and may shape people's career choices (Easterlin & Crimmins, 1991; Shafer, 2000). Although the technical ladder may satisfy people's need for in-depth competence, its associated lack of organizational rewards does not assist in the fulfilment of achievement-oriented values and values related to status and money. The career path of a manager is better aligned with traditional hallmarks of career success (Vinkenburg & Weber, 2012). Because they are oriented toward achieving success in a domain that is central to their life and identity, we expect that employees with higher levels of career salience will be motivated to obtain a managerial position rather than a specialist position (i.e., *think career – think management*). Similarly, we posit that materialism motivates employees to obtain a managerial position rather than a specialist position. People with a strong materialistic value orientation are concerned with social comparison, and any accomplishments and possessions (e.g., status, pay) are therefore valued for reasons of making a good impression with others (Kasser, Ryan, Couchman, & Sheldon, 2004). The career path of a manager offers more status and other perquisites than that of a technical specialist and can thus be approached as a means toward materialistic ends (Dik et al., 2008). We put forward the following two hypotheses.

**Hypothesis 5:** The employee's career salience is (a) positively associated with the employee's motivation for a managerial position and (b) negatively associated with the employee's motivation for a specialist position.

**Hypothesis 6:** The employee's materialism is (a) positively associated with the employee's motivation for a managerial position and (b) negatively associated with the employee's motivation for a specialist position.

Finally, we propose an interplay between employee characteristics and spousal career aspirations. Career salience and materialism are value-based characteristics that push an employee toward the pursuit of a managerial career and pull away from the pursuit of a technical career. We expect that the influence of one's values on career decision-making depends on the alignment with expectations of the spouse. On the basis of the *think career – think management* association, it can be reasonably assumed that when the spouse holds high aspirations for the employee's career, those aspirations are probably best described in managerial terms (see Hypothesis 1). Employees who score high on career salience may be even more inclined to opt for a managerial position and decide against a specialist position when their spouse has high career aspirations for them because they will both hold managerial aspirations for the employee's career. Similarly, the more the spouse aspires for the employee to have a (managerial) career, the stronger the effect of the employee's materialism on his or her motivation for a managerial versus specialist position. We therefore put forward the following two hypotheses.

**Hypothesis 7:** Spousal career aspirations moderate the associations between (a) the employee's career salience and the employee's motivation for a managerial position and (b) the employee's career salience and the employee's motivation for a specialist position, with stronger associations when spousal career aspirations are higher.

**Hypothesis 8:** Spousal career aspirations moderate the associations between (a) the employee's materialism and the employee's motivation for a managerial position and (b) the employee's materialism and the employee's motivation for a specialist position, with stronger associations when spousal career aspirations are higher.

## Methods

### Sample and procedure

The present research was conducted among employees from multinational companies situated in Germany. Although most research on this topic stems from the US (e.g., Katz et al., 1995), the dual ladder system has been widely adopted in Europe (Berberich, 2014) and is particularly common in Germany (see Cohrs, 2011; Deuter & Stockhausen, 2009; Domsch, 2009; Ladwig, Fründt, & Linde, 2013). We sampled employees from eight stock-listed dual career ladder organizations, but most respondents (87.2%) stem from two R&D-driven companies, in the consumer goods and pharmaceutical industries. A total of 4491 employees were approached for the study, with an e-mail containing a link to the survey. The response rate was 30% ( $n = 1359$ ), and 1234 employees indicated they were in a relationship at the time of the study. We asked these employees to involve their spouse in the study. If they agreed, they could send their spouse an e-mail with another survey link. The employee and spouse surveys included an identification number to enable us to match their dyadic data. A total of 211 partners participated in the study. We decided to exclude same-sex couples from our sample because the dynamics within such couples may differ and we also wanted to examine gender differences in the proposed relationships. Our final sample (207 couples) consisted of 123 male and 84 female employees and their spouses.

The descriptive statistics revealed that the average age of the employees in the dyadic sample was 39.7 years (range 24–58), their average job tenure was 11.4 years, and their mean relative contribution to household income was 62.9%. On average, couples had been in a relationship for 13.0 years, 61.4% had at least 1 child, and 4.9% had elder care responsibilities. With regard to the spouses in the dyadic sample, 88.9% were employed, their average age was 39.4 years (range 23–63), and the average length of their job tenure was 10.1 years.

## Measures

### Spousal career aspirations

We developed four items consistent with our definition of spousal career aspirations. We asked spouses to rate the



degree to which they wanted the focal employee to have a career and be successful at work, with the following items: (1) "I expect my partner to have a career", (2) "I would be disappointed if my partner didn't have a career", (3) "I want my partner to have a career", and (4) "It is important for me to have a successful spouse". Answers were recorded on a seven-point Likert scale ranging from 1 = *I totally disagree* to 7 = *I totally agree*. The scale reliability was  $\alpha = .88$ .

### Career salience

We adapted three items from the Life Role Saliency Scales (Amatea et al., 1986) and two items from the Career Role Saliency scale by Van der Velde, Bossink, and Jansen (2005) to measure the saliency of the career role for both employees and the spouses in our sample. Example items are "I enjoy thinking about and making plans for my future career" and "I consider myself career oriented". The response scale ranged from 1 = *I totally disagree* to 7 = *I totally agree*. The internal consistency of the scale was good, with an alpha of .90 for the employee survey and an alpha of .92 for the spouse survey.

### Materialism

We used five items from the materialism scale developed by Richins and Dawson (1992) to measure both the employee's and the spouse's levels of materialism. Example items include "I like to own things to impress people" and "I admire people who own expensive homes, cars or clothes". The response scale ranged from 1 = *I totally disagree* to 7 = *I totally agree*. The Cronbach's alpha for this scale was .84 for employees and .81 for spouses.

### Motivation for managerial and specialist positions

We used the five-item Ambition for a Managerial Position scale developed by Van Vianen (1999) to measure motivation for a managerial position. Employees evaluated statements such as "I want to fulfil a management position in the near future" and "Management is a special challenge to me", on a response scale from 1 = *I totally disagree* to 7 = *I totally agree*. The reliability of this scale was  $\alpha = .88$ . We then adapted the five items by replacing "management" with "specialist" and measured motivation for a technical specialist position accordingly (e.g., "I want to fulfil a specialist position in the near future"). With the same response scale, the reliability of this scale was  $\alpha = .92$ .

### Control variables

Prior to testing our hypotheses, we tested for the effects of several control variables, namely career stage of the employee, age of the employee, tenure of the employee, number of children, length of the relationship, elder care responsibilities, and the employee's contribution to household income (%). We specified a saturated model with only control variables as predictors of the mediator (i.e., spousal career aspirations) and dependent variables (i.e., motivation for managerial and specialist positions) in our hypothesized model (see Figure 1). Results revealed few significant effects; the employee's contribution to household income was positively associated with motivation for a specialist position ( $\beta = .18, p = .010$ ), elder care responsibilities were negatively associated with

motivation for a managerial position ( $\beta = -.14, p = .042$ ), and career stage was negatively associated with motivation for a specialist position ( $\beta = -.20, p = .011$ ). Perhaps more importantly, we tested our models with and without control variables to examine their effects on the observed relationships and test for the robustness of results (see Spector & Brannick, 2011). Inclusion of control variables did not influence the results in a meaningful way. The results presented below are based on analyses without control variables.

### Analyses

We factor analyzed all items from the scales mentioned earlier to test the proposed underlying dimensions of our instruments. First, using Principal Component Analysis (PCA), we performed exploratory factor analysis. In accordance with the number of variables that the items should measure, seven factors were extracted. The pattern matrix that followed from the PCA with the direct Oblimin rotation method is shown in Table 1. The results provide preliminary support for our hypothesized factor structure. All items had absolute loadings above .60 on their respective factors and no cross-loadings were found. To further test the proposed underlying dimensions of our instruments, we also followed a confirmatory approach with five distinguishable measurement models, starting with our hypothesized seven-factor model and ending with the unidimensional model. The results from nested model comparisons (see Table 2) indicated that the seven-factor model provided the best relative fit to the data. In the seven-factor model, all items showed significant factor loadings.

We tested our model using data from the matched employee-spouse sample ( $n = 207$ ). To capitalize on our dyadic study design, we relied on spousal ratings for the spouse variables (i.e., career salience, materialism, and spousal career aspirations) and on employee ratings for the employee variables (i.e., career salience, materialism, and motivation for managerial versus specialist position). By analysing a multi-source model, we address the potential for same-source bias and common-method bias.

We used path analysis in AMOS version 22 to test our set of hypotheses using a stepwise procedure. First, we tested a model with only spousal variables as predictors of employees' motivation for a managerial and specialist position. Second, to test for gender differences in the proposed relationships, we conducted a multiple-group analysis (men versus women). Third, we tested a model that additionally incorporates employee characteristics as predictors. This model allows us to examine what is the influence of spousal characteristics above and beyond the influence of the employee's own characteristics. Fourth, we tested the full hypothesized model that includes the interaction terms between employee characteristics and spousal career aspirations in predicting employees' motivation for a managerial and specialist position. We specified covariances between the exogenous variables in our models and further allowed the error terms of the dependent variables to covary as these constructs may have common sources of unexplained variance. To assess congruence with the data, we report the chi-square value ( $\chi^2$ ), the Comparative Fit Index (CFI) and Normed Fit Index (NFI) as incremental fit

**Table 1.** Overview of items and pattern matrix based on PCA.

Item wording	Spousal career aspirations	Spouse's career salience	Employee's career salience	Spouse's materialism	Employee's materialism	Motivation for managerial position	Motivation for specialist position
I expect my partner to have a career. (S)	.82						
I would be disappointed if my partner didn't have a career. (S)	.86						
I want my partner to have a career. (S)	.83						
It is important for me to have a successful spouse. (S)	.87						
It is important for me to have a career. (S)		.91					
I enjoy thinking about and making plans for my future career. (S)		.90					
I consider myself career-oriented. (S)		.92					
Having a career that is interesting and exciting to me is my most important life goal. (S)		.64					
I want to devote time and effort to further my career. (S)		.91					
It is important for me to have a career. (E)			.73				
I enjoy thinking about and making plans for my future career. (E)			.82				
I consider myself career-oriented. (E)			.83				
Having a career that is interesting and exciting to me is my most important life goal. (E)			.63				
I want to devote time and effort to further my career. (E)			.73				
I admire people who own expensive homes, cars, and clothes. (S)				.74			
Some of the most important achievements in life include acquiring material possessions. (S)				.74			
Buying things gives me a lot of pleasure. (S)				.68			
I like to own things that impress people. (S)				.76			
The things I own say a lot about how I'm doing in life. (S)				.83			
I admire people who own expensive homes, cars, and clothes. (E)					.81		
Some of the most important achievements in life include acquiring material possessions. (E)					.75		
Buying things gives me a lot of pleasure. (E)					.69		
I like to own things that impress people. (E)					.84		
The things I own say a lot about how I'm doing in life. (E)					.79		
If a management position will be offered to me in the near future, I will accept such a position.						.87	
I want to fulfil a management position in the near future.						.86	
I told my relatives that I was hoping for a promotion to a management position.						.65	
I prefer to leave a management position to someone else. <sup>a</sup>						.80	
Management is a special challenge to me.						.80	
If a position as a specialist will be offered to me in the near future, I will accept such a position.							.90
I want to fulfil a specialist position in the near future.							.90
I told my relatives that I was hoping for a promotion to a specialist position.							.71
I prefer to leave a position as a specialist to someone else. <sup>a</sup>							.89
Being a specialist is a special challenge to me.							.81

Note. Direct Oblimin rotation method was used. Absolute factor loadings are shown. (S) = spouse survey. (E) = employee survey.

<sup>a</sup>This item was reverse scored.

**Table 2.** Nested model comparisons based on CFA.

Model	Chi-square	df	CFI	RMSEA	AIC	Chi-square difference test
M1: 7 factors	945.56	506	.91	.065	1191.6	M2-M1 = 769.2***
M2: 6 factors (combining managerial and specialist position)	1714.75	512	.74	.107	1948.7	M3-M2 = 777.7***
M3: 5 factors (combining partners' career salience)	2492.51	517	.57	.136	2716.5	M4-M3 = 410.4***
M4: 4 factors (combining partners' materialism)	2902.91	521	.48	.149	3118.9	M5-M4 = 1073.0***
M5: 1 factor	3975.94	527	.25	.178	4179.9	

CFI: Comparative Fit Index; RMSEA: Root-Mean-Square Error of Approximation; AIC: Akaike Information Criterion.

\*\*\* $p < .001$ .

indices, and the Root-Mean-Square Error of Approximation (RMSEA) as an absolute fit index.

Although not explicitly hypothesized, our conceptual model is a moderated mediation model. First, Hypotheses 1–3 suggest indirect effects of the spouse's career salience and materialism on the employee's career-related motivations through spousal career aspirations. To test for mediation, we used the output from our path analysis in a package called

"RMediation" (Tofighi & MacKinnon, 2011), which is a program that produces estimates of indirect effects as well as confidence intervals (CI) around such effects on the basis of the distribution-of-the-product method. Second, our hypothesized moderations by gender for the relationships between the spouse's career salience and materialism on the one hand and spousal career aspirations on the other hand (Hypothesis 4) suggest that the indirect effects are conditional

on gender. We tested for conditional indirect effects using Andrew Hayes' PROCESS macro in SPSS.

## Results

Table 3 presents the descriptive statistics and the correlational matrix for the study variables. It can be observed that motivation for a managerial position was considerably higher than motivation for a specialist position among the employees in our sample ( $M = 4.94$  vs.  $M = 3.50$ , respectively), which is in line with the notion that our society attaches high prestige to managerial advancement (Allen & Katz, 1986).

As a first step, we tested a model of spousal influence on employees' career-related motivations. The results of this path analysis are shown as Model 1 in Table 4 and supplemented with standardized coefficients ( $\beta$ ) and  $p$ -values in the description of results below. In Hypothesis 1, we predicted that spousal career aspirations would be positively linked to the employee's motivation for a managerial position but negatively linked to motivation for a specialist position. As hypothesized, the higher the spouse's aspirations for the employee's career, the higher the employee's motivation for a managerial position (Hypothesis 1a:  $\beta = .17$ ,  $p = .015$ ) and the lower his or her motivation for a specialist position (Hypothesis 1b:  $\beta = -.18$ ,  $p = .009$ ). In support of Hypothesis 2, we found that spouses scoring higher on career salience held higher aspirations for the employee's career ( $\beta = .32$ ,  $p < .001$ ). We found only weak support for Hypothesis 3

because differences in the level of spousal career aspirations between materialistic spouses and their non-materialistic counterparts were marginally significant ( $\beta = .13$ ,  $p = .061$ ).

As a second step, to test for gender differences in the proposed relationships, we conducted a multiple-group analysis and compared the chi-square values of the unconstrained and constrained models. In the constrained models, the respective path is constrained to be equal across the two groups. Paths are moderated by gender when the difference between the two chi-square values is significant. We did not find evidence for a gender effect on the relationship between the spouse's career salience and spousal career aspirations ( $\Delta\chi^2(1) = 0.139$ ,  $p = .710$ ), resulting in the rejection of Hypothesis 4a. We did, however, find support for Hypothesis 4b in that gender significantly moderated the path from the spouse's materialism to spousal career aspirations ( $\Delta\chi^2(1) = 8.859$ ,  $p = .003$ ). As this relationship was significant for female spouses ( $\beta = .28$ ,  $p < .001$ ) but not significant for male spouses ( $\beta = -.11$ ,  $p = .328$ ), we can conclude that Hypothesis 3 is supported but only for women.

We also examined whether the spouse's characteristics influenced the employee's career-related motivations, consistent with the FRWD framework (Greenhaus & Powell, 2012), via spousal career aspirations. Indirect effects are considered significant when their respective CIs do not contain zero. Using RMediation, based on the parameters obtained from the path analysis in AMOS, we found that the spouse's career salience had significant indirect effects on the employee's

Table 3. Descriptive statistics and correlations.

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. Spousal career aspirations <sup>a</sup>	3.07	1.58	(.88)						
2. Spouse's career salience <sup>a</sup>	3.37	1.49	.36***	(.92)					
3. Spouse's materialism <sup>a</sup>	2.90	1.18	.23**	.32***	(.81)				
4. Employee's career salience <sup>b</sup>	4.16	1.43	.17*	.10	.18*	(.90)			
5. Employee's materialism <sup>b</sup>	2.78	1.20	.04	.03	.06	.33***	(.84)		
6. Motivation for a managerial position <sup>b</sup>	4.94	1.49	.17*	.12	.08	.58***	.17*	(.88)	
7. Motivation for a specialist position <sup>b</sup>	3.50	1.69	-.18*	-.08	-.06	-.15*	-.03	-.23**	(.92)

*ns* = 204 to 207, pairwise. Internal reliabilities (i.e., Cronbach's alphas) appear in parentheses on the diagonal.

<sup>a</sup>Variables are rated by spouses.

<sup>b</sup>Variables are rated by employees.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table 4. Results from path analyses.

Hypothesis	Path From	To	Model 1		Model 2		Model 3	
			<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
1a	Spousal career aspirations	Motivation for managerial position	.16*	.07	.07	.05	.06	.05
1b	Spousal career aspirations	Motivation for specialist position	-.19**	.07	-.17*	.07	-.14†	.07
2	Spouse's career salience	Spousal career aspirations <sup>a</sup>	.34***	.07	.34***	.07	.34***	.07
3	Spouse's materialism	Spousal career aspirations <sup>b</sup>	.17†	.09	.17†	.09	.17†	.09
5a	Employee's career salience	Motivation for managerial position			.60***	.06	.61***	.06
5b	Employee's career salience	Motivation for specialist position			-.16†	.09	-.18*	.09
6a	Employee's materialism	Motivation for managerial position			-.03	.07	-.03	.07
6b	Employee's materialism	Motivation for specialist position			.03	.10	.05	.10
7a	Employee's CS x SCA	Motivation for managerial position					.04	.04
7b	Employee's CS x SCA	Motivation for specialist position					-.15**	.06
8a	Employee's MAT x SCA	Motivation for managerial position					-.06	.04
8b	Employee's MAT x SCA	Motivation for specialist position					.05	.06

Unstandardized path coefficients (*B*) are reported with standard errors (*SE*). CS: career salience; SCA: spousal career aspirations; MAT: materialism.

<sup>a</sup>In a multiple-group analysis, to test Hypothesis 4a, this path was estimated at  $B = .40$ \*\*\* ( $SE = .10$ ) for women and  $B = .45$ \*\*\* ( $SE = .11$ ) for men.

<sup>b</sup>In a multiple-group analysis, to test Hypothesis 4b, this path was estimated at  $B = .40$ \*\*\* ( $SE = .12$ ) for women and  $B = -.13$ † ( $SE = .13$ ) for men.

† $p < .10$ . \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

motivation for a managerial position (indirect effect = 0.05, 95% CI [0.01, 0.11]) and motivation for a specialist position (indirect effect = -0.07, 95% CI [-0.13, -0.02]). Consistent with the marginally significant main effect of materialism on spousal career aspirations, RMediation revealed that the indirect effects of the spouse's materialism on the employee's motivation for a managerial position (indirect effect = 0.03) and motivation for a specialist position (indirect effect = -0.03) were only significant when relying on a 90% CI ([0.001, 0.06] and [-0.07, -0.002], respectively).

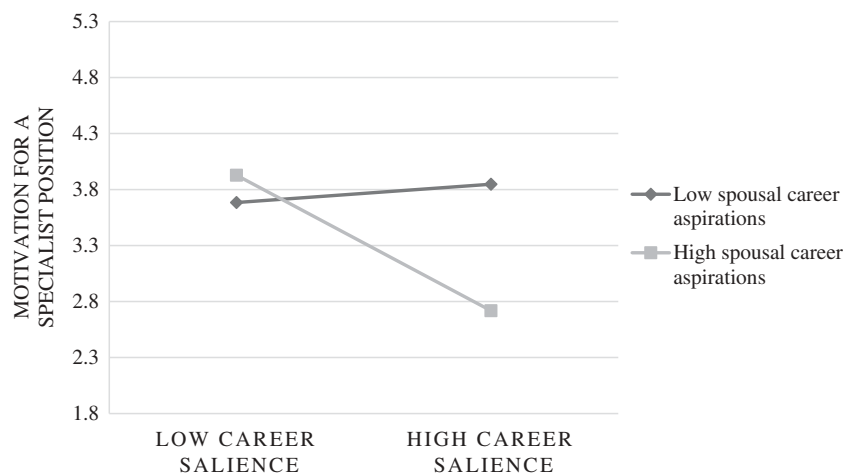
The moderation by gender for the relationship between materialism and spousal career aspirations suggests that two of the indirect effects in our model are potentially conditional on gender. Tests of conditional indirect effects revealed that gender significantly moderated the indirect effect of the spouse's materialism on the employee's motivation for a specialist position (index of moderated mediation = .08,  $p < .05$ ); this indirect effect was significant only for those couples in which the employee was male and the spouse was female (95% CI [-0.21, -0.02]), not when it was the other way around (95% CI [-0.11, 0.03]). The moderating effect of gender on the indirect effect of the spouse's materialism on the employee's motivation for a managerial position was also significant (index of moderated mediation = -.06,  $p < .05$ ); this indirect effect was significant only for those couples in which the employee was male and the spouse was female (95% CI [0.01, 0.17]), not vice versa (95% CI [-0.03, 0.10]).

Our third step involved testing a dyadic model that includes the effects of employee characteristics on the employee's motivation for a managerial or specialist position. The results of testing this path model are presented as Model 2 in Table 4. In support of Hypothesis 5a, we observed that employees who scored higher on career salience were more motivated to obtain a managerial position ( $\beta = .58$ ,  $p < .001$ ). We found a marginally significant effect for the association between the employee's career salience and motivation for a specialist position (Hypothesis 5b;  $\beta = -.13$ ,  $p = .071$ ). We did not find support for Hypothesis 6, as the employees' levels of materialism were

not associated with their motivation for a managerial position ( $\beta = -.02$ ,  $p = .730$ ) or their motivation for a specialist position ( $\beta = .02$ ,  $p = .793$ ). In this dyadic model, spousal career aspirations were associated with lower motivation for a specialist position ( $\beta = -.16$ ,  $p = .022$ ) but not with higher motivation for a managerial position ( $\beta = .08$ ,  $p = .179$ ). Thus, when modelling the influence of employee characteristics, we found only partial support for Hypothesis 1.

Consistent with this partial support, only employees' motivation for a specialist position was indirectly influenced by characteristics of the spouse in Model 2. Using RMediation, we found that the spouse's career salience had a significant indirect effect on the employee's motivation for a specialist position (indirect effect = -0.06, 95% CI [-0.12, -0.01]) and the spouse's materialism had a marginally significant indirect effect on the employee's motivation for a specialist position (indirect effect = -0.02, 90% CI [-0.07, -0.001]). The latter was conditional on gender (index of moderated mediation = .07,  $p < .05$ ); that is, the indirect effect was significant only for those couples in which the employee was male and the spouse was female (95% CI [-0.20, -0.02]), not vice versa (95% CI [-0.10, 0.03]).

Fourth, we tested our full hypothesized model that includes the interactions between employee characteristics and spousal career aspirations (see Model 3 in Table 4). The chi-square test pointed at a good global model fit as the hypothesized model was not significantly different from the data ( $\chi^2(8) = 9.60$ ,  $p = .294$ ). The absolute (RMSEA = .031) and incremental (CFI = .99, NFI = .96) fit indices also indicated a good model fit. In line with Hypothesis 7b, we found a reinforcing interaction between the employee's career salience and spousal career aspirations in predicting motivation for a specialist position ( $\beta = -.20$ ,  $p = .007$ ). This interaction is visually depicted in Figure 2. However, we did not find support for such an interaction in predicting motivation for a managerial position (Hypothesis 7a;  $\beta = .06$ ,  $p = .331$ ). The employee's materialism did not interact with spousal career aspirations in predicting motivation for a managerial position (Hypothesis 8a;  $\beta = -.08$ ,  $p = .217$ ) or motivation for a specialist position (Hypothesis 8b;  $\beta = .06$ ,  $p = .410$ ).



**Figure 2.** Interaction of employee's career salience with spousal career aspirations in predicting employee's motivation for a specialist position. The values on the y-axis range between  $\pm 1$  SD scores for the dependent variable. Simple slopes are presented for conditional values of the moderator at  $\pm 1$  SD.

Comparing the results of hypothesis testing across the models in Table 4, we conclude that we found partial support for Hypothesis 1 regarding the influence of spousal career aspirations on the employee's motivations. We found consistent support for Hypothesis 2 and weak support for Hypothesis 3 on the antecedents of spousal career aspirations. The relationship between materialism and spousal career aspirations was moderated by gender (it was significant only for women), in support of Hypothesis 4b. Hypothesis 4a was not supported. Only employees' career salience and not their materialism was associated with their motivation for a managerial and specialist position, thus lending support to Hypothesis 5 but not Hypothesis 6. Hypothesis 7b was the only hypothesis regarding the proposed interactions between employee and spousal characteristics that was supported. The final model in Figure 3 is a parsimonious presentation of these results and is based on model trimming by which employee's materialism was removed from the model, as it did not have any significant effects. This model is preferred on the basis of the Akaike Information Criterion (101.6 vs. 66.7).

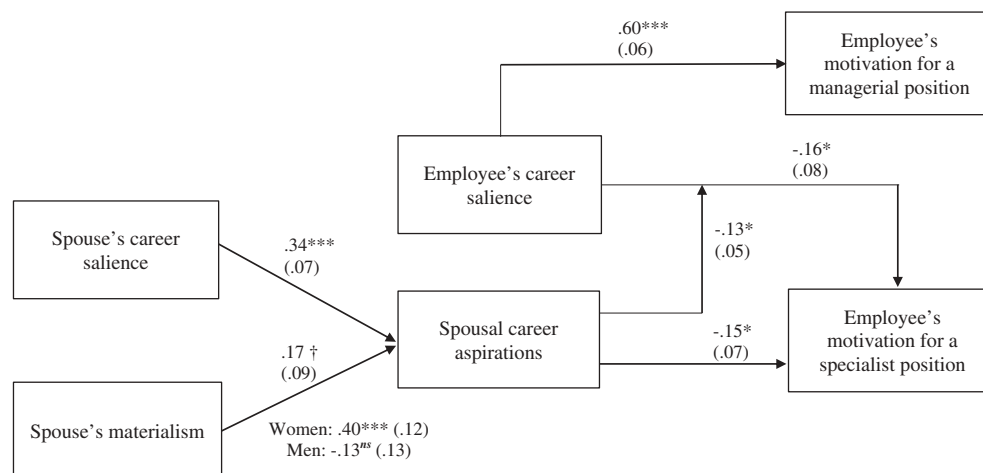
## Discussion

We studied a sample of employees who work in dual career ladder organizations in Germany. Such organizations are a major constituency in shaping individuals' careers by specifying explicitly the career paths that are to be followed (Schein, 1984). The underlying goal of the dual ladder system is to provide technical professionals with opportunities for career development without forcing them into managerial positions (which they would not be interested in or do not have the skills for). However, its promise is often not fulfilled in practice (Berberich, 2014); that is, employees in managerial positions incur greater power, prestige, and salary, and advancing on the technical ladder takes considerably longer for professionals than if they would have opted for management instead (Weer & Greenhaus, 2015). Understanding what drives individuals' career choices may

thus be particularly interesting in the context of dual ladder organizations.

The current study tested a comprehensive model on the determinants of employees' career-related motivations in dual ladder systems. We adopted a value-based approach and focused on career salience and materialism as dominant values in our society that influence how important work is and by what criteria career success is evaluated. We paid particular attention to the spouse as an influential factor shaping a person's career, which is in line with previous research (e.g., Lysova et al., 2015) and inspired by the FRWD framework (Greenhaus & Powell, 2012). We proposed that the levels of career salience and materialism of the spouse influence the employee's motivation for a particular career path via what we have termed *spousal career aspirations*, or the degree to which the spouse wants the employee to have a career and accrue positive outcomes through work. We also examined how the employee's own career salience and materialism are associated with his or her motivation for a managerial or specialist position, in order to investigate the influence of the spouse above and beyond the influence of employee characteristics.

The results from our stepwise path analysis were largely supportive of the hypothesized model. We found that high aspirations for the employee's career were more common among career-oriented spouses. Materialism was a basis for developing aspirations for the other partner's career only for women, not men. The spouse's career salience and materialism had indirect effects on the employee's career-related motivations via spousal career aspirations. Employees with a career-oriented spouse were less motivated to obtain a specialist position. The influence of the spouse's materialism on the employee was conditional on gender; it appears that female spouses who are materialistic pull the employee away from a career on the technical ladder. When modelling the influence of employee characteristics, we found that higher levels of career salience motivated employees to obtain a managerial position. Moreover, the motivation for a specialist position was more strongly undermined by high spousal



**Figure 3.** Results of the path analysis after model trimming. *Note.* Model fit: Chi-square = 8.75 ( $p = .188$ ); CFI = .98; NFI = .95; RMSEA = .047. Unstandardized path coefficients are shown with standard errors between parentheses. The variable employee's materialism was trimmed from the model during analysis. Non-significant paths are not depicted for reasons of parsimony.  $\dagger p < .10$ .  $*p < .05$ .  $***p < .001$ .



career aspirations among employees who were career oriented.

Our results regarding the influence of control variables are also noteworthy. A high salary – at least compared with what the spouse contributes to household income – might offer employees leeway to pursue a technical career because their relative contribution to household income was positively associated with motivation for a specialist position. Yet a position as technical specialist may feel like a step back, which employees in our sample were less likely to do when they were rather advanced in their careers. We also observed that when couples had elder care responsibilities, employees were less inclined to obtain a managerial position, perhaps because they expect that a managerial job entails long hours and hard work that they cannot combine with responsibilities in the private domain. Evidently, more research is needed to shed further light on the factors influencing career decisions in dual ladder systems and the underlying mechanisms. Our research is an important starting point and has implications for theory and practice, as we explain below.

### **Theoretical and research implications**

The emergence of the dual-career family has created a need to integrate work–family topics into research on organizational careers. On this point, Greenhaus and Powell (2012) proposed the FRWD framework to examine the process through which family factors influence career-related decisions. While we applaud the development and application of the FRWD framework, the literature addressing the influence of the spouse on career decisions is still underdeveloped due to its almost exclusive focus on constraints-based expectations by which the spouse encourages decisions to reduce work-related demands. It is critical for scholars to acknowledge that work and family are not a zero-sum game (Masterson & Hoobler, 2015). Work can also enrich family life (Greenhaus & Powell, 2006; see also Van Steenbergen, Ellemers, & Mooijaart, 2007) and having a career is often of great value for the family due to the accrual of resources through work. Thus, we believe that a focus on spousal career aspirations is imperative if we are to better understand career decisions within couples. Interestingly, our study confirms that partners do not necessarily perceive a trade-off between their careers, as aspirations for the other person's career were higher among spouses who were career oriented themselves.

While our study is informed by recent developments in society, such as a steady rise of dual-earner families, we also argued that traditional beliefs about social roles of men and women are persistent and may influence the dynamics of career decision-making in couples. We have drawn on social role theory (Eagly, 1987; Eagly & Wood, 2012, 2016) to investigate how men and women differ in career aspirations for each other. Societal stereotypes may lead partners to develop expectations for each other in line with prescribed gender roles. In the work domain, society has witnessed major developments regarding the participation of women, yet “men's and women's work and family roles remain relatively divided, particularly at home” (Frevort, Culbertson, &

Huffman, 2015, p. 60). This division of labour will persist if men and women continue to act in concordance with prescribed gender roles, yet our results are only partly consistent with this notion. We found no significant differences in the mean level of spousal career aspirations between men and women. At the process level, we observed gender differences in that only materialistic women (not men) were more likely to develop career aspirations for their partner. Women's materialism affected the career paths of the male partner but not vice versa, which is consistent with prescribed gender roles. However, our results did not indicate that career-oriented men prefer a stay-at-home wife, perhaps because men do not face the dilemma between career and family as much as women do (Cleveland et al., 2015; Slaughter, 2012). Evidently, additional research is needed on how gender influences spousal career aspirations and the family-relatedness of career decisions in general.

Our concept of spousal career aspirations may assist theory building in the career research field. Career-based other-expectations have not received much prior research attention (see Baruch, Szücs, & Gunz, 2015), yet we believe it has great potential because it makes for a contextualized understanding of how individuals enact their careers. Scholars should not neglect the influences of other constituencies on the shaping of a person's career (see Baruch, 2004). Our paper builds on the notion that careers are contextualized (Schein, 1984) and the agency of the individual may be overemphasized (Arnold & Cohen, 2008). We have made the case that the employee's spouse has a significant impact on individuals' enactment of careers. Our test of a dyadic model has indicated that we can only fully grasp how individuals make career decisions in the context of a dual ladder system when factors related to both partners are taken into account. Employee and spousal characteristics complement each other and interact in influencing the employee's career-related motivations. Together, their effects push employees in a dual ladder system toward a managerial position and pull them away from a specialist position.

This set of results also sheds light on the interplay between values and careers. We have built on a stream of literature that asserts that values are important factors in the world of work that may influence career motivations (e.g., Schwartz, 1999; Super, 1980). One's career offers opportunities for the attainment of personal values, and we proposed that materialistic values and those reflected in high career salience are poorly aligned with a career as a technical professional. In line with our dyadic approach, we found that reasons for employees to reject a career on the technical ladder are related to both their own values and those of the spouse. It is in particular career salience that stood out as a key predictor of career-related motivations in a dual ladder system. The spouse's career salience is a basis for developing career aspirations for the employee, which in turn pulls the employee away from a specialist position. At the same time, employees' own levels of career salience push them toward a managerial position and undermine their motivation for a specialist position, especially when spousal career aspirations are high. It follows that the *think career – think management* association is strongly ingrained in individuals such that those who find work and

career important opt for the managerial ladder at the expense of the technical ladder.

### *Practical implications for dual ladder organizations*

Although many scholars have argued that traditional notions of career success are increasingly being replaced by protean orientations and personalized definitions of success (Hall, 2004), Vinkenburg and Weber (2012) more recently asserted that the managerial career with a focus on climbing the corporate ladder and a strong emphasis on job perquisites such as power is in fact very much alive. Our findings lead to the same conclusion, as it appears that being a technical specialist is not truly seen as a career (yet) in comparison with being a manager (see also Domsch, 2009). When employees are career oriented, they express stronger motivations to obtain a managerial position and are less motivated to obtain a specialist position, especially when their spouse also aspires for them to have a career. Moreover, it is career salience – not materialism<sup>1</sup> – that pushes employees toward a managerial position, which suggests that it is not so much pay and other materialistic perquisites but rather the general perception that being a manager is superior to being a technical specialist (i.e., *think career* – *think management*). This is a key insight for dual ladder organizations, which need to pay special attention to the implementation of their career management systems in order to remain “among the best companies to work for [considered] by technical professionals” (Weer & Greenhaus, p. 148). We thus outline a number of practical recommendations for organizations and couples.

For organizational practice, it is crucial to involve both employees and their spouses in the decision-making process regarding career paths. Care should be taken to ensure that employees and their spouses do not perceive being a technical specialist as inferior to being a manager. Our study clearly shows that, if they do, this perception will lead to behaviours and decisions that come at the expense of a career on the technical ladder. On the one hand, this means that dual career ladder organizations should market the technical ladder in such a way that people are encouraged to define career success also in terms of developing knowledge and skills within a speciality. On the other hand, we recommend tailoring career options and benefits to the needs and interests of individuals. To attract and retain specialist staff, organizations must not only offer the alternative of a technical ladder. Human resource managers should also empower individual employees to share their needs and discuss with them organizational rewards such as performance-based incentives, profit-sharing options, promotional opportunities, and power. By adopting an individualized approach to reward management, both prior to a decision for a career path and during the pursuit of a technical career, organizations ensure that the organizational rewards they offer meet the needs of their technical specialists. Without consistent opportunities and potential across the two ladders, the technical ladder is unlikely to have the same appeal to employees and their spouses as the managerial ladder, even if employees are motivated by a strong desire to develop their specialized skills. Our study points to the need for organizations to target their interventions at career-oriented employees because this group

is less inclined to opt for a specialist position. To this end, organizations can use instruments to measure an individual's level of career salience.

For partners, a practical implication that follows from our study is that they need to openly share and discuss the ambitions and aspirations they have for their own career as well as that of the other. If preferences for a managerial versus technical career diverge between partners, it is important to discuss the implications and come to an informed decision together. For employees working in dual ladder organizations, especially those who have an expert career concept, it is critical to negotiate with the employer the benefits that can be accrued from pursuing a career on the technical ladder. In turn, they should openly discuss with the spouse all career options and negotiated benefits, and perhaps overcome biased perceptions regarding the technical path. Partners are advised to adopt a pluralistic approach to career success and lessen the *think career* – *think management* association when making career decisions.

### *Limitations and future research*

This study has several shortcomings. First, although we collected data on a total of 211 couples, response rates among employees and especially spouses were rather low and we cannot rule out the possibility that our sample is biased on some characteristics. Moreover, our sample and data do not allow us to draw strong conclusions about differences across couple types because the vast majority of employees in our sample were members of dual-earner rather than single-earner couples. In addition, when both partners are employed, it is difficult to distinguish between dual-earner and dual-career couples. Another limitation relates to our examination of differences between men and women in opposite-sex couples. Our reasoning on this point was based on differences in gender roles assigned to each sex within society, in line with social role theory. However, gender roles in couples do not necessarily align with the sexes of both partners. Thus, the distinction between gender and sex deserves further attention, and we recommend that future research explores how men and women divide work and family responsibilities amongst them and how their career aspirations for each other are influenced by gender – in addition to sex.

We lack data on some variables that would allow for a more comprehensive understanding of career decision-making in dual ladder systems. We did not have data on the level of career success of the employees in our sample, either objectively (e.g., pay) or subjectively (e.g., career satisfaction). We were also not able to substantiate our claims about the differences between the managerial and technical career ladders, although they are grounded in prior empirical work, because we did not measure employees' or spouses' perceptions of both ladders. Our theorizing was based on the assumption that people hold the *think career* – *think management* norm implicit, and our results speak to this notion. However, to build on our study, future researchers may consider collecting data on personal conceptions of career (success), which may function as moderators for the proposed relationships in our model. Moreover, rather than leaving the type of career

unspecified (which implies that respondents may have been influenced by the *think career – think management* association when filling out the survey), future research can refine our measure of spousal career aspirations and explicitly focus on aspirations for the partner in terms of managerial and technical careers.

In moving forward, it will be important to collect data on how employees perceive their spouse's influence. Especially for employees who have a career-based family identity (in that their work assists them in being a good family member; Masterson & Hoobler, 2015), the spouse's aspirations for their career may be perceived as a positive challenge and stimulant. Future research could explore when spousal career aspirations are perceived as positive or negative by employees. Moreover, it would be a valuable research endeavour to examine the conditions under which career-oriented people are more or less likely to develop aspirations for their partner's career. Although there are benefits reserved for dual-career couples (see Bird & Schnurman-Crook, 2005), partners may also experience a trade-off between both careers and the need to make sacrifices for the benefit of the other's career, for instance, when having (young) children. More research is needed to better understand when and why a person's career salience leads to spousal career aspirations.

Another limitation is that our cross-sectional design precludes causal interpretations. We lack process data on career decision-making and how this plays out at the couple level of analysis, and we do not know to what degree employees' motivation for a managerial or specialist position actually influenced their career paths. Of note, careers are path dependent, and many of our respondents were already quite advanced in their careers. It would be interesting to compare couples at different life (and career) stages, and perhaps examine whether spousal career aspirations have a different meaning and impact across career stages. Evidently, longitudinal designs will allow future researchers to address some of the limitations stemming from our cross-sectional data.

Finally, we must acknowledge that there are limits to the generalizability of our findings. We sampled respondents from a specific set of industries, and our results only apply to higher educated employees who occupy professional jobs with career prospects. Moreover, the distinctiveness of managerial and technical specialist jobs is rather specific to dual career ladder organizations. Although dual ladder systems are widespread, the distinction between managerial and technical specialist jobs does not necessarily have the same meaning across countries, and more importantly, culture might exert a strong influence on the degree to which the managerial career is considered more prestigious than the technical career. We also expect that culture influences the prevalence of achievement- and power-oriented values (Schwartz, 1999), the degree to which individuals have care- or career-based construals of family identity (Masterson & Hoobler, 2015) as well as the FRWD in general (Greenhaus & Powell, 2012). Thus, the variables and relationships that we studied are not culture free, and we therefore strongly encourage research in other national contexts.

## Conclusion

In the context of the dual ladder system in Germany, we tested a dyadic model that examines the influence of employee and spousal characteristics on employees' career-related motivations. This study contributes to research that attempts to unravel the linkages between work-family issues and careers, inspired by the FRWD framework (Greenhaus & Powell, 2012). In an attempt to go beyond constraints-based explanations of work-family decisions, we introduced the notion of spousal career aspirations to capture the degree to which the spouse aspires for the other partner to have a career and accrue positive outcomes through work. Together, the results reported herein suggest that the spouse is an influential factor in shaping a person's career paths, in addition to the influence of the employee's own level of career salience, and we hope our study encourages further research on the role of career aspirations in couples.

## Note

1. The bivariate correlation between employees' materialism and their motivation for a managerial position was significant (see Table 2), yet inclusion of career salience as a variable rendered the effect of materialism insignificant in our path models.

## Disclosure statement

No potential conflict of interest was reported by the authors.

## References

- Allen, T. J., & Katz, R. (1986). The dual ladder: Motivational solution or managerial delusion. *R&D Management*, 16, 185–197.
- Allen, T. J., & Katz, R. (1992). Age, education and the technical ladder. *IEEE Transactions of Engineering Management*, 39, 237–245.
- Amatea, E. S., Cross, E. G., Clark, J. E., & Bobby, C. L. (1986). Assessing the work and family role expectations of career-oriented men and women: The life role salience scales. *Journal of Marriage and Family*, 48, 831–838.
- Arnold, J., & Cohen, L. (2008). The psychology of careers in industrial and organizational settings: A critical but appreciative analysis. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology* (pp. 1–44). New York, NY: John Wiley & Sons.
- Baroudi, J. J. (1988). The career needs of IS personnel: Does the dual career ladder work? *System Sciences*, 4, 171–180.
- Baruch, Y. (2004). Transforming careers: From linear to multidirectional career paths: Organizational and individual perspectives. *Career Development International*, 9, 58–73.
- Baruch, Y., & Rosenstein, E. (1992). Human resource management in Israeli firms: Planning and managing careers in high technology organizations. *International Journal of Human Resource Management*, 3, 477–495.
- Baruch, Y., Szücs, N., & Gunz, H. (2015). Career studies in search of theory: The rise and rise of concepts. *Career Development International*, 20, 3–20.
- Becker, P. E., & Moen, P. (1999). Scaling back: Dual-earner couples' work-family strategies. *Journal of Marriage and Family*, 61, 995–1007.
- Berberich, M. (2014). *The expert career: A new approach to the dual ladder for highly specialized experts*. Retrieved from <http://blogintobook.com/>
- Bird, G. W., & Schnurman-Crook, A. (2005). Professional identity and coping behaviors in dual-career couples. *Family Relations*, 54, 145–160.
- Brousseau, K. R., Driver, M. J., Eneroth, K., & Larsson, R. (1996). Career pandemonium: Realigning organizations and individuals. *Academy of Management Executive*, 10, 52–66.

- Cejka, M. A., & Eagly, A. H. (1999). Gender-stereotypic images of occupations correspond to the sex segregation of employment. *Personality and Social Psychology Bulletin*, 25, 413–423.
- Cleveland, J. N., Fisher, G. G., & Sawyer, K. B. (2015). Work-life equality: The importance of a level playing field at home. In M. J. Mills (Ed.), *Gender and the work-family experience: An intersection of two domains* (pp. 177–199). New York, NY: Springer.
- Cohrs, S. (2011). Fach- und führungslaufbahnen in der automobilindustrie – Das Laufbahnmodell der AUDI AG. In M. E. Domsch & D. H. Ladwig (Eds.), *Fachlaufbahnen: Alternative karrierewege für spezialisten schaffen* (pp. 63–72). Köln, Germany: Wolters Kluwer Deutschland GmbH.
- Desrochers, S., & Dahir, V. (2000). Ambition as a motivation basis of organizational and professional commitment: Preliminary evidence of a proposed career advancement ambition scale. *Perceptual and Motor Skills*, 91, 563–570.
- Deuter, A., & Stockhausen, A. (2009). Expertenpfade zeigen wirkung. *Personalwirtschaft*, 11, 23–25.
- Dik, B. J., Sargent, A. M., & Steger, M. F. (2008). Career development strivings: Assessing goals and motivation in career decision-making and planning. *Journal of Career Development*, 35, 23–41.
- Domsch, M. E. (2009). Fachkarrieren müssen selbst karriere machen. *Personalwirtschaft*, 11, 26.
- Eagly, A. H. (1987). *Sex differences in social behavior: A social-role interpretation*. Hillsdale, NJ: Erlbaum.
- Eagly, A. H., & Wood, W. (2012). Social role theory. In P. van Lange, A. Kruglanski, & E. T. Higgins (Eds.), *Handbook of theories in social psychology* (pp. 458–476). Thousand Oaks, CA: Sage Publications.
- Eagly, A. H., & Wood, W. (2016). Social role theory of sex differences. In N. Naples, R. C. Hoogland, M. Wickramasinghe, & W. C. A. Wong (Eds.), *The Wiley Blackwell encyclopedia of gender and sexuality studies* (pp. 1–3). New York, NY: Wiley. doi:10.1002/9781118663219.wbegs183
- Easterlin, R. A., & Crimmins, E. M. (1991). Private materialism, personal self-fulfillment, family life, and public interest: The nature, effects, and causes of recent changes in the values of American youth. *Public Opinion Quarterly*, 55, 499–533.
- Edwards, J. F., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25, 178–199.
- Frevort, T. K., Culbertson, S. S., & Huffman, A. H. (2015). Exploring the double jeopardy effect: The importance of gender and race in work-family research. In M. J. Mills (Ed.), *Gender and the work-family experience: An intersection of two domains* (pp. 57–75). New York, NY: Springer.
- Galinsky, E., Aumann, K., & Bond, J. T. (2009). *Times are changing: Gender and generation at work and at home*. New York, NY: Families and Work Institute.
- Gottfredson, L. S. (2002). Gottfredson's theory of circumscription, compromise, and self-creation. In D. Brown (Ed.), *Career choice and development* (pp. 85–148). San Francisco, CA: Jossey-Bass.
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31, 72–92.
- Greenhaus, J. H., & Powell, G. N. (2012). The family-relatedness of work decisions: A framework and agenda for theory and research. *Journal of Vocational Behavior*, 80, 246–255.
- Hall, D. T. (1987). Careers and socialization. *Journal of Management*, 13, 301–321.
- Hall, D. T. (2004). The protean career: A quarter-century journey. *Journal of Vocational Behavior*, 65, 1–13.
- Hall, S. S., & MacDermid, S. M. (2009). A typology of dual earner marriages based on work and family arrangements. *Journal of Family and Economic Issues*, 30, 215–225.
- HayGroup. (2004). *Dual career tracks: Playing to people's strengths, and recognizing the worth of their contributions*. Philadelphia, PA: Author.
- Hesketh, B., Gardner, D., & Lissner, D. (1992). Technical and managerial career paths: An unresolved dilemma. *The International Journal of Career Management*, 4, 9–16.
- Higgins, C. A., & Duxbury, L. E. (1992). Work-family conflict: A comparison of dual-career and traditional-career men. *Journal of Organizational Behavior*, 13, 389–411.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific Journal of Management*, 1, 81–99.
- Hoser, N. (2012). Making it as a dual-career family in Germany: Exploring what couples think and do in everyday life. *Marriage & Family Review*, 48, 643–666.
- Jean, V. A., Payne, S. C., & Thompson, R. J. (2015). Women in STEM: Family-related challenges and initiatives. In M. J. Mills (Ed.), *Gender and the work-family experience: An intersection of two domains* (pp. 291–311). New York, NY: Springer.
- Kasser, T., Ryan, R. M., Couchman, C. E., & Sheldon, K. M. (2004). Materialistic values: Their causes and consequences. In T. Kasser & A. D. Kanner (Eds.), *Psychology and consumer culture: The struggle for a good life in a materialistic world* (pp. 11–28). Washington, DC: American Psychological Association.
- Katz, R., Tushman, M., & Allen, T. J. (1995). The influence of supervisory promotion and network location on subordinate careers in a dual ladder R&D setting. *Management Science*, 41, 848–863.
- Kim, Y., Williams, R., Rothwell, W. J., & Penaloza, P. (2014). A strategic model for technical talent management: A model based on a qualitative case study. *Performance Improvement Quarterly*, 26, 93–121.
- Ladwig, D. H., Fründt, F. J., & Linde, C. (2013). Forschungsprojekt fachlaufbahnen: Empirische studienresultate über die beruflichen anforderungen der Generation Y und die gestaltung alternativer laufbahnkonzepte (fachlaufbahnen). In U. Busolt, S. Weber, C. Wiegand, & W. Kronsbein (Eds.), *Karriereverläufe in forschung und entwicklung* (pp. 132–149). Berlin, Germany: Logos Verlag Berlin.
- Larsson, R., Driver, M., Holmqvist, M., & Sweet, P. (2001). Career dis-integration and re-integration in mergers and acquisitions: Managing competence and motivational intangibles. *European Management Journal*, 19, 609–618.
- Lysova, E. I., Korotov, K., Khapova, S. N., & Jansen, P. G. W. (2015). The role of the spouse in managers' family-related career sensemaking. *Career Development International*, 20, 503–524.
- Masterson, C. R., & Hoobler, J. M. (2015). Care and career: A family identity-based typology of dual-earner couples. *Journal of Organizational Behavior*, 36, 75–93.
- Perrone, K. M., Wright, S. L., & Jackson, Z. V. (2009). Traditional and nontraditional gender roles and work-family interface for men and women. *Journal of Career Development*, 36, 8–24.
- Promislo, M. D., Deckop, J. R., Giacalone, R. A., & Jurkiewicz, C. L. (2010). Valuing money more than people: The effects of materialism on work-family conflict. *Journal of Occupational and Organizational Psychology*, 83, 935–953.
- Richins, M. L., & Dawson, S. (1992). A consumer values orientation for materialism and its measurement: Scale development and validation. *Journal of Consumer Research*, 19, 303–316.
- Savickas, M. L. (2002). Career construction: A developmental theory of vocational behavior. In D. Brown (Ed.), *Career choice and development* (pp. 149–205). San Francisco, CA: Jossey-Bass.
- Schein, E. H. (1984). Culture as an environmental context for careers. *Journal of Organizational Behavior*, 5, 71–81.
- Schwartz, S. H. (1999). A theory of cultural values and some implications for work. *Applied Psychology: An International Review*, 48, 23–47.
- Sekaran, U. (1982). An investigation of the career salience of men and women in dual-career families. *Journal of Vocational Behavior*, 20, 111–119.
- Shafer, A. B. (2000). Mediation of the Big Five's effect on career decision making by life task dimensions and on money attitudes by materialism. *Personality and Individual Differences*, 28, 93–109.
- Slaughter, A. (2012, July/August). Why women still can't have it all. *The Atlantic*. Retrieved from <http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/>
- Spector, P. E., & Brannick, M. T. (2011). Methodological urban legends: The misuse of statistical control variables. *Organizational Research Methods*, 14, 287–305.
- Super, D. E. (1980). A life-span, life-space approach to career development. *Journal of Vocational Behavior*, 16, 282–298.
- Šverko, B., Babarovic, T., & Šverko, I. (2008). Assessment of values and role salience. In J. A. Athanasou & R. Van Esbroeck (Eds.), *International*



- handbook of career guidance* (pp. 539–564). Berlin, Germany: Springer. doi:10.1007/978-1-4020-6230-8\_27
- Tharenou, P. (1999). Is there a link between family structures and women's and men's managerial career advancement? *Journal of Organizational Behavior*, 20, 837–863.
- Tharenou, P. (2001). Going up? Do traits and informal social processes predict advancing in management? *Academy of Management Journal*, 44, 1005–1017.
- Tofighi, D., & MacKinnon, D. P. (2011). RMediation: An R package for mediation analysis confidence intervals. *Behavior Research Methods*, 43, 692–700.
- Ullrich, J., Pluut, H., & Büttgen, M. (2015). Gender differences in the family-relatedness of relocation decisions. *Journal of Vocational Behavior*, 90, 1–12.
- Van der Velde, M. E. G., Bossink, C. J. H., & Jansen, P. G. W. (2005). Gender differences in the determinants of the willingness to accept an international assignment. *Journal of Vocational Behavior*, 66, 81–103.
- Van Steenbergen, E. F., Ellemers, N., & Mooijart, A. (2007). How work and family can facilitate each other: Distinct types of work-family facilitation and outcomes for women and men. *Journal of Occupational Health Psychology*, 12, 279–300.
- Van Vianen, A. E. M. (1999). Managerial self-efficacy, outcome expectancies, and work-role salience as determinants of ambition for a managerial position. *Journal of Applied Social Psychology*, 29, 639–665.
- Vinkenburg, C. J., & Weber, T. (2012). Managerial career patterns: A review of empirical evidence. *Journal of Vocational Behavior*, 80, 592–607.
- Weer, C. H., & Greenhaus, J. H. (2015). Dual career ladders in organizations. *Wiley Encyclopedia of Management*, 13, 1–2.
- Wilcox, W. B., & Nock, S. L. (2006). What's love got to do with it? Equality, equity, commitment and women's marital quality. *Social Forces*, 84, 1321–1345.
- Yogev, S., & Brett, J. (1985). Patterns of work and family involvement among single- and dual-earner couples. *Journal of Applied Psychology*, 70, 754–768.
- Zacher, H. (2014). Career adaptability predicts subjective career success above and beyond personality traits and core self-evaluations. *Journal of Vocational Behavior*, 84, 21–30.