Helping and understanding the white-collar, middle aged male in the industrial setting

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Abstract
In today's industry, motivation is a primary factor in performance (Glueck, 1977). Motivation, not only comes into play with the extrinsic factors of the working conditions but also deals with the intrinsic factors of the individual in question. What happens when this person reaches his mid-forties? Industry is now realizing the humanistic side of working and has noticed an attitudinal change in their employees at this time of life. Production reports show the physical changes (i.e., production quotas go down) but what causes these changes? How does it affect industry and how can industry help their employees at middle age?
HELPING AND UNDERSTANDING THE WHITE-COLLAR, MIDDLE AGED
MALE IN THE INDUSTRIAL SETTING.

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Chapter 1

THE TRANSITION OF THE MIDDLE AGED MALE

In today's industry, motivation is a primary factor in performance (Glueck, 1977). Motivation not only comes into play with the extrinsic factors of the working conditions but also deals with the intrinsic factors of the individual in question. What happens when this person reaches his mid-forties? Industry is now realizing the humanistic side of working and has noticed an attitudinal change in their employees at this time of life. Production reports show the physical changes (i.e., production quotas go down) but what causes these changes? How does it affect industry and how can industry help their employees at middle age?

Many influences have their effect on the occupation, the marriage, personality characteristics of the individual before marriage, the family of the individual involved, the environment they live in, salary, industrial environment, and social interaction with peers (Aldous, 1978 and Glueck, 1977). This paper is an attempt to tie the employee, his family, and the industry together in order to create a resource of support systems to help the employee through this developmental transition.

Definition of Middle Age

When one thinks of middle age a current idea which has been aired is one of great anxiety, despair, and gloomy times ahead. Mayer (1978) has described middle age as the following:
"Arriving at the brink of middle age is like being stranded in a foreign country. With few guideposts to direct him, a man feels disorientated by the unfamiliar terrain and multiple changes jarring his psyche. Suddenly the past seems a humiliating reminder of the risks untaken, women unconquered, changes ignored. The future seems to be hurtling toward a dreaded rendezvous with old age and death. Meanwhile, responsibilities are mounting and physical energies are ebbing. Children are rebelling or departing, wives becoming more assertive and demanding and parents are falling ill and/or dying. Younger men are scrambling up the work ladder and job options are shrinking" (pp. 21-22).

Rather than this dismal picture some psychologists and sociologists have painted, one of satisfaction and anticipation can be seen by many individuals. A large majority of people seem to be rooted in a two-fold relief—one being freedom and less responsibility from children and another in decreasing job investment (Nydegger, 1976). It is possible, however, that this relief may turn to loneliness and result in extra time that may not have existed before and boredom may set it. The real danger of these years is in the interaction of physical, psychological, and social factors and not from any one of these conditions by itself (Fried, 1967). The main problem seems to be tied not only in the person's own conceptions but also in our culture's general evaluation of aging (Cleveland, 1976).

Transition Rather than Crisis

Many call this time a time of "crisis" rather than a transition. Both involve a change in development and is clearly an argument in symantcs. For this purpose of description of middle age, transition will be used interchangeably with crisis. Fried (1967) stated that this developmental period is marked by age-related reactions and behavior which prepares us to meet the social and psychological demands in the next stage. The transition then is a period of growth and a time when an
individual undergoes important and lasting changes in attitudes and personality. Middle age men report the "transition" implies a sense of direction, from one specific place to another, when one of the important experiences of mid-life is often the absence of any sense of direction (McGill, 1980). This change is so subtle and private that the "victim," his family, friends, and occasional girl friends sometimes do not even recognize the change (Hallberg, 1978). Chronologically middle age ranges anywhere between 35 years of age to 65 years of age when combining all of the ages given in the various studies. The designation, however, is quite arbitrary. In truth, there is no precision to the definition of mid-life (McGill, 1980).

Levinson et. al. (1978), in their book The Seasons of a Man's Life, have called the transition a bridge between early adulthood and middle adulthood. Among the tasks they believe must be worked on include "(a) reviewing one's life in the time of early adulthood and go onto reappraise what he has done with it; (b) to take his first steps toward middle adulthood; and (c) to deal with polarities that are sources of conflict in the individual's life" (pp. 191-192). The four polarities needing resolution are varying depending on the individual. The polarities are two terms that are opposing conditions. The first of these is attachment/separation which is the powerful need for attachment to others with a matching need for separateness. The conflict between young and old makes up the second conflict. "In-between" is a good term to describe this time of life. The individual tends to alternately feel young and old depending on which other generation they are dealing with (their parents or their children). Destruction/
creation represents the feeling of one's own mortality and his desire to become more creative. Lastly, Levinson et. al. (1978) described the last polarity as masculine/feminine. The individual must come to terms with having both masculine and feminine traits within himself.

The irony of the male mid-life transition as McGill (1980) stated lies in the fact that the transition is caused by changes and it can only be resolved by change. Some of the mid-life changes looked at in this paper include areas in identity, biological changes, goals and value changes, stress factors involved in marriage, family, and occupational satisfaction.

**Identity**

Middle age contributes to a developmental view of the self which is commanding increasing attention, not only for the individual but also from those in the family and sociology fields (Nydegger, 1976). This is a time that the self enters a state of equilibrium, exhibiting both stability and change in response to situation variation. (The life cycle of a man born in the early 1900s is far different from that a man born in 1950). Any event may vary in significance according to the point in the life cycle at which the event occurs (Neugarten, 1976).

**Personality Changes**

Levinson et. al. (1978) used the concept of "life structures" to make a clear distinction between roles and personality and their way of thinking about the several roles they are involved in and the interpretation they make as a result in different aspects in their personality (Brim, 1976). This is meant to integrate the traditional social structure perspectives with those of the personality structural
In thinking of the sociological aspect, Brim (1976) suggested that one can think of the life structures as being made up of a unique personal social system, with one's own set of statues and roles. The area consisting of role behavior and relation of societal norms and beliefs come into play with the psychological component. Another view of development looked at is the psychoanalytic view. This stated that the sense of identity is essentially established in adolescence and it produces consistancies in behaviors (Brim, 1976). Character structure becomes fixed, more or less, in early adulthood and the essential nature of personality remains unchanged throughout life (Neugarten, 1976). Adaptation abilities are distinguished from age related personality changes. The ability to cope is a cognitive aspect of maturing and dependant upon the cognitive level of the individual before he reaches adulthood.

Regardless of the view taken men get their cues from the outside world—a better job, perhaps the prestige and the respect that goes with it; the point at which younger men begin to ask for advice; and the realization that long-held goals had been gained or missed (Bradbury, 1975). For example, a middle age manager who fails to take the pressure seriously keeps on running and this intensifies his exploration or gives up (Levinson, 1969). This begins to affect the company. He begins to lose people underneath him and denies the opportunities to prepare himself for what is to come. A number of factors in his work contribute to an intensification of these feelings and symptoms which result in:
"1. increasing contradiction of the hard work period competitive pace is more intense,
2. inseparability of life and career patterns,
3. continuous threats of defeat,
4. increasing dependence on work,
5. denial of feelings,
6. constant state of defensiveness, and
7. a shift in the prime of life concept form the value of youth" (Levinson, 1969: pp 52-53).

Because he was taught to repress his feelings, this has resulted in a man who may be poorly equipped to handle the disturbing emotions that disrupts an inner peace. Being placed into power & performance by society, he regards the possible emotional upheaval as a sign of weakness and has lost self control by losing touch with his feelings. The feelings then become blurred, rarely revealed resulting in having them become foreign territory. So this transition may become an escape route (Mayer, 1978). Open discrepancies, like these between behavior and beliefs, are always threatening because among other things they endanger the sense of identity and feelings of shame may be aroused (Fried, 1967).

**Self Esteem**

A man's identity consists of those aspects of his personality which have to do with the way in which he defines himself; these aspects have to do with what he means to others (McGill, 1980). Men have developed ways to preserve what they think of themselves. So self esteem is established once again. Self esteem is defined by Sheehy (1976) as "the desire for achievement, mastery, confidence and competency, as well as for the respect and recognitions of others" (p. 65). When a man experiences a developmental crisis in the late thirties, Levinson et. al. (1978) believe that it stems from the overwhelming feeling that he cannot accomplish the task of "Becoming One's Own Man; he cannot
advance sufficiently on his chosen ladder; cannot gain the affirmation, independence, seniority he wants, cannot be his own in terms defined by his current life structure" (p. 191). As a result the middle age man's role in the world changes, his view of himself and his behavior toward the world must also change. McGill (1980) stated that he may become "apart of the sidelines" as he grows older (p. 47). As he steps farther away from the center of attention he must find a new place for himself. With this he must find new perspectives to go along with his new behavior. There is a tendency for the man to minimize those parts of himself that do not fit as he is changing. These parts do not fit into the dreams he has or has and illusions begin to soak in about how he sees himself (Levinson et. al., 1978). Whatever the substantial content of these thoughts may be, it often reflects his concerns about himself (Davitz and Davitz, 1979). The discovery needed for psychological growth in the middle forties are more stressful and demanding than the parallel experience in adolescence. A man is not engaged in forming a new identity, but in recasting and reshaping an already established one and so must break down some structures of the past (Davitz and Davitz, 1979). He must give up the well learned habits and must let go of the old perspective while at the same time search for newer points of view. Melancholy many times accompanies this concern.

**Immortality and Mortality**

Characteristics of both middle age and adolescence are related in growth and development. Fried (1976) shared the common traits of both time periods: both deny the transition, they may try to rearrange their personal circumstances, both feel unhappy and withdrawn, are filled
with self doubt, and attempt to deny an already accepted responsibility. The term "middlescence" has come about to describe this similarity (Kerkhoff, 1976). This emphasizes the opportunity for going on with the identity crisis of the first adolescence and to become free to discover one's real identity. He tries now to have the good time that he earlier missed. His problem may lie in the idea that he is stuck in an early adult conception of middle age (Levinson et al., 1978). He often reacts to his youth in one of these ways: he may take action to correct the threat, he may avoid contacts with the source of the threat, or change his behavior to down the threat (McGill, 1980). Men begin to go through a grief-like process and accept the thought that youth is gone. The secret wish of immortality and past illusions help to make this part of the transition more painful (Levinson et al., 1978). Along with this is a concern or common happening of middle age which causes a shock experience by the recognition of the distance between the individual's own age and youth (Kerkhoff, 1976). Some may choose to use their marriage as an escape from facing the idea of age but others may attribute the marriage as a part of this shock and escape from it as well.

As a result frustration may occur. Along with frustration comes a great deal of aggression which cannot easily be expressed in his world (Davitz and Davitz, 1979). An important aspect of a man's identity over the years has come from the roles he has in his family and marriage. This causes confusion in other areas. For example, the middle age man of today was raised and conditioned in the 1930s through the 1950s to become masculine (Hallberg, 1978). This modeling is assisted by his wife. The stereotypes help to determine the pressures and confusion related to his male image. Often the identity supported by his wife
is in his career as well as his identity as a husband or father (McGill, 1980). The complaint that the wife misunderstands him indicates a lack of self understanding (Davitz and Davitz, 1979). The odds are three to one, according to McGill (1980), that the middle age man who identifies wholly with his husband/father role and losses that role may experience depression, act against the change by trying to sustain the role or reverse the role. This change may also involve the man's relationship to his mother. If he is less afraid of "a woman's power to withhold, devour, and seduce" he can give more of himself and accept her with greater independence (Levinson et. al., 1978; p. 237). This alsoopens the possibility for changing the character of a man's relationships with peer women.

Related to this interest in other women as peers is an accompanied heightened in physical well-being and with appearance (Davitz and Davitz, 1979). The changes in the body are accepted as natural consequences of aging but the vanity lies much in our culture (McGill, 1980).

Masculine and Feminine Traits

Some of the masculine values created by stereotypes include a rugged physical appearance with forbearance, aggressiveness, love for adventure, self-confidence, forceful decision making and the taste of sexual conquest (Wong, Davey, and Conroe, 1976). Perhaps the most important difference between being masculine and feminine is the way of creating (Levinson et. al., 1978). Masculine creativity is to make something according to an original design into a new product whereas women create through their children. With this is a fundamental need to experience personal growth. The absence of this can lead the individual
to stagnation (McGill, 1980). So the male turns more to intrinsic satisfaction while his wife is turning to outside interests.

In confronting the real limits to his life he may commit the rest of his life to living out fantasies and wondering the answer to the question of "what if?" (McGill, 1980). Among the realities is the confrontation with morality. The world is divided into the young and the old. Suddenly the middle age man becomes apart of the old when he loses his own parents which makes morality a reality (Dun's Review, 1975). Grievances against others for damage done to them must be dealt with when their parents die. A developmental task of understanding how destructiveness in his own life must be dealt with a reworking of these painful feelings and experiences (Levinson et. al., 1978). There is a tendency to give into the crisis. "In the wise man, he reworks his life experiences and his feelings until he is all mourned out and is no longer afraid of being mortal" (Levinson, 1969: p. 58). He can then break out of the ruts from the past and experience new behaviors.

Individualism

Individual begins to emerge. The relationship with himself changes with his family, his occupation, and the world in general. He forms a stronger sense of who he is and what he is becoming. His views of the world become more realistic and sophisticated. His sensitivity to the increase in others' misfortune and suffering is brought out all the more. He notices their problems and feels them with greater feeling (Levinson et. al., 1978). In order to care more about others, he must care more deeply for himself. Data shows that men whose identity is found in many sources will be less likely to suffer a "crisis" (McGill, 1980). Since men can root this identity in different elements then the
source of the conflict can come from different areas for different men. The following sources of identity are usually the most prevalent: (1) work and career; (2) long and healthy life; (3) personal growth; and (4) family roles and responsibilities (McGill, 1980). This can be the "peak" time of his life (Levinson, 1969). The fact that many people mature creatively show there is a bright spot for those approaching middle age. With a new perspective an individual can see that he is learning that people grow and change throughout their entire life. "A man has reached the point where his internal evolution demands a fresh burst of growth" (Mayer, 1978: p. 33).

Physical Changes

A man fears that he will soon lose all of the youthful qualities that make life worthwhile with the changes going on in his body. Reminders of mortality are not only seen in his identity but also in more frequent illness (Levinson et. al., 1978). Health begins to change and some men choose to protect it by avoiding all things that threaten its state such as work, sex, leisure, and basic living (McGill, 1980). When this happens a lack of understanding about what is going on in the body. Physical and psychological turnabouts occur. Specific symptoms reflect in young managers up through top executives a case of stress. These include indigestion, heavy fatigue, and a rise in chest pains. Levinson (1969) suggested that these come about because of both the manner in which the men live and their state of mind. Heart disease, hypertension, & arteriosclerosis also increases.

Another sign of aging is more problems with the prostate gland which is located in the lower abdomen at the base of the bladder. The
prostate wraps around the urethra tube through which both urine and semen are expelled. With age, the gland increases in size and changes occur around the age of 40 years. Muscle or connective tissue in the gland increases causing it to soften. Three diseases may occur after 40. They are chronic prostatisis (a painful or premature ejaculation), nodular hyperphasia and cancer (Hallberg, 1978). This increase in size is linked to a decrease in hormonal production. Other ailments connected with a hormonal decline are urinary irregularities, fluid retention, hot flashes, peptic ulcers, itching, headaches, dizziness, insomnia, irritability, moodiness, and depression (McGill, 1980).

As time goes on, it may seem that the dentist's bills increase, it is harder to shake off the effects of alcohol and colds seem to last longer (Davitz and Davitz, 1979). Gums are beginning to recede and the teeth begin to yellow because of the thickening of the dentine. An increase of decay is accompanied by the above possibly because of the reduction of saliva (Hallberg, 1978). Vulnerability to alcohol also increases. This can be seen in the rise of middle age alcoholics. Hallberg (1978) sites several reasons for this. Age and the gradual build up over time the years of getting comfortable with an artifical sense of well being are two of the reasons for an increase. The lessening of hormonal production heightens depression and alcohol being a depressant brings about even stronger depression. Alcohol increases an already increase fluid retention. It acts as a natural dehydration agent and in turn the person drinks more fluid to make up for the lose of previous fluid causing more retention in the long run. Alcohol also increase the chances of acquiring gastritis, ulcers, liver problems, and impotency. Gradually, the middle age person slows down. They require less food as a
result of slowing metabolism. Usually, however, the intake of food remains the same and the physical activity lessens and a weight gain can be seen.

Boredom and fatigue are related according to Hallberg (1978). His evidence indicated that psychological fatigue and physical fatigue feel about the same. This obviously not only affects the physical well being but also the desire for sex. With this decrease arises a guilt feeling within the man. Sex may no longer be equated with love but rather a sense of manhood. He becomes a spectator rather than a participant and female body worship may occur (Hallberg, 1978).

What is at the base of all these changes? As referred to in the above information a "climacteric" period occurs which simply means the final loss of all capacity to reproduce (Fried, 1967). Men do go through this but not to the dramatic extent as their female counterparts. This can usually be seen first in a diminishing potency. What sets male climaterics in motion are changes in the endocrine glands. Secretion of the hormone is reduced (Still, 1977). The glands involved in this process are the anterior lobe of the pituitary gland, adrenal glands, and the gonads. The anterior lobe is located at the base of the brain stimulates the endocrine glands. It serves as a go-between for the environment which the senses observe and the environment of the body internally. The gland reacts to outer stimulus and stimuli from other glands and sends messages to the brain. The brain then emits the appropriate response. Sex hormones are secreted by the adrenal glands and the gonads which are "told what to do" by a hormone produced by the pituitary gland called gonadotrophics which stimulate the production in the other glands. Because all of the endocrine glands are linked by
feedback, any change in activity on any or all of them affects the
others plus the other bodily functions ruled by the hormones.

As time passes, testicular activity lessens and production of
both sperm and testosterone (produced in the gonads) drops off resulting
in a drop in fertility and potency as well as the previously mentioned
conditions (Fried, 1967). The decrease in testosterone seems to cause
a loss of physical stamina. This hormone helps to control the hypo­
thalamus, which is the center related to depression, stress, and anxiety
(Hallberg, 1978). So the affect on the person in these psychological
feelings is increased.

The senses of the skin, vision, and hearing are also affected.
In the outer layer of skin (the epidermis) solid substances become
deposited within and between the cells resulting in liverspots. These
increase with age. Pigmentation also leaves the hair and collects on
the neck, face, ears, and/or back (Hallberg, 1978). The oil glands
secreting lubricant to the skin lessens, often drying the skin. The
elasticity is then lost. This is connected with a natural loss of
muscle and fat tissues making the skin look older. The blood supply
to the lower end of the hair follicle also lessens. The hair continues
to grow as long as this supply continues and new cells are created at
the base of the hair root. When this stops the hair begins to fall
out. The eyes also begin to change shape. The lens start to age at
birth but because more opaque and less flexible because the older cells
are not sluffed off. A poorer blood supply also adds to impaired vision.
the lens also turns yellow causing less color sensitivity and fine
discrimination. He also begins to lose sensitivity in hearing. The
higher frequency sounds are harder to distinguish. They can easily be
heard when one realizes that music does not sound as full as it did before (Davitz and Davitz, 1979).

Aside from the bodily function, intelligence is another area of concern. There are basically four areas of intelligence: (1) crystal intelligence (skills learned through education, culture, language, and inductive reasoning), (2) fluid intelligence (the ability to shift from one line of thinking to another), (3) visual-motor flexibility (the ability to shift from familiar to unfamiliar patterns in tasks needing coordination between motor and visual skills), and (4) visualization (the ability to organize and process visual materials). According to Hallberg (1978) the only area impaired is visual-motor flexibility. Others in research have focused on both fluid and crystal intelligence. Troll (1975) stated that fluid intelligence parallels its growth to many other biological processes and then declines during the late teens. Crystallized intelligence continues to grow during adulthood (Flavell, 1970). The ability level can be influenced by adult intellectual stability. Verhage (1965) found that individuals with higher ability levels when young tended to maintain this level of performance in adulthood. A decrease in overall speed in performance occurs as one gets older. Simple reaction time, however, does not seem to increase with age but for some people it slows down depending on the stimulus reacting to (Troll, 1975). Perception abilities reach their peak in the mid-twenties and level off until the mid-forties (Troll, 1975). Abilities of storing depends on individual attention spans, personal history, and physical make and may increase over life while processing information.
A kind of intellectual change occurs in an alteration in structure. This alteration includes: "addition or subtraction of kinds of ability, composition or the components of intelligence, and new combination of preexisting components of intelligence" (Troll, 1975: p. 36). Learning can occur among all ages but may not occur as rapidly. Chemical changes in the blood can alter the efficiency but not capacity of learning. Long-term memory is found to be little affected by age except when affected by hardening of the arteries and alcohol reducing the number of cells (Hallberg, 1978 and Troll, 1975).

Goal Changes

Much of our society is goal orientated. Achievement tends to be universal and is used as a measure of success (McGill, 1980). Goals serve to focus and direct the individual's actions. Goals and dreams have always been socialized into the thinking to be used as guidelines to grow up by. When a man reaches middle age many of these dreams are not realized. A type of confusion occurs dealing with the thought of where will the direction for his life when his dreams do not come true (McGill, 1980). Levinson et. al. (1978) describe a man's dream in the following way:

"A man's dream is his personal myth, an imagined drama in which he is the central character, a would-be hero engage in a noble quest. It portrays a complex world: a natural landscape, a varied cast of characters, social institutions, and conflicting groups. The plot involves elemental struggles between good and evil, truth and errors, beauty and ugliness, and the outcomes has consequences only in the man's self" (p. 246).

Resolution of Dreams

The changes that occur are a means of resolving the unfulfilled dreams (McGill, 1980). The middle age man must deal with his dreams and in doing so may be prone to a rocky road ahead. Because for most men
their dreams are not as clear as the goals they have set so it may be hard to say if indeed these dreams did not come true. (McGill, 1980).

There is a contingent of new ideas, values, and goals. With these new ideas there comes a period of rapidly changing behavior associated with the search for some kind of resolution (Davitz and Davitz, 1979). It may be an unsettling time and behavior reflects this. He is testing and trying out these new ideas and behaviors. Many times this conflict changes the direction of values held by the individual.

**New Values**

These new values are no longer intertwined with commitments made in previous times (Mayer, 1978). The more self-intuiveness a man has, the more he recognizes these changes and the transition will be easier. A temporary withdrawal may occur. This gives him time to step back and look at himself and become more self-aware. On the other side of the issue this withdrawal may occur with disillusionment (Levinson et. al., 1978).

Disappointment, bitterness, wonder and maybe a sense of relief will accompany the change of behaviors. The initial focus of the transition is on what was. This also goes along with the realization of mortality (Levinson et. al., 1978). To the middle age man the question becomes important on what one has done with his life. This is a way for a man to review his life and set new goals. Davitz and Davitz (1979) feel that he needs to believe in some ideal. The closer he gets to accepting this ideal, the greater his doubt becomes. Massive inconsistencies are a general characteristic because of these value changes. For those who value a personal type of growth, the idea of "Newness" becomes a threat to that person and panic occurs (McGill, 1980).
The Search for Meaning

So the search for meaning continues and the daily routine of a man's days become harder and harder to take (Davitz and Davitz, 1979). Having faced his own mortality he begins to think about his life in bigger terms. Whenever these ruts are broken the risk of failure is greater (McGill, 1980). A chance of losing his goals can be called by either gaining the goal too soon or never quite making the goals (Hallberg, 1978). This brings in the chance of unrealistic goals. McGill (1980) feels that this "insensitivity to self insight" can be dangerous to any man at any age (p. 90). A major drawback in setting goals is when he tries to achieve goals that are in reality someone else's (his wife, his family, or his job). The achievement becomes too much. He may keep his routine and possibly belittle the job or change jobs or even occupations. He needs challenge and satisfaction. As a result a "goal gap" as McGill (1980) calls it occurs. This is a "perceived distance between the goals an individual has set for himself and the achievements he has actually realized in his life" (p. 62). This perhaps is the major cause in the middle life transition because of the rising career expectations on top of a crisis. His behavior changes to try to reach an equilibrium with this gap and usually takes one of these forms: withdrawing from goals, maintaining the goal, changing the goal, or reinvesting in the goal. The central assumption of the "goal gap" is that a man's personality is molded by his work and career. It shapes what he is as he becomes aware the goals not achievable.

Withdrawal

Many middle age men find it easier to give up entirely or to get
with it enough to become interested in his life that to go through the trials of changing, reamming and alternating their goals (McGill, 1980). He usually acts alone and his relationships with others usually suffer as a result of it. He takes on his own direction and leaves others very confused. Changing goals requires courage and patience for himself and for those around him. Now they see themselves getting out of their routine to begin to look for the things he has suppressed for years. The first step to take is to start constructively thinking about his future priorities (Schwed, 1978). "Changing the journey must have an internal dimension too" (Mayer, 1978: p. 186).

Demands

Being middle aged allows men to serve as a bridge between the generations (Kerkhoff, 1976). But as a result of this they are sandwiched between the demands of youth and the needs of the aged. Suddenly he has no one to take care of him. The middle aged person often reports feelings of being caught between the job and the family. Salaries do not keep going up and the promotions may be going to people ten years their junior. Career discontent reaches alarming proportions under these conditions influence about half of the managers to change or consider changing occupations. Middle level executives are now experiencing the ability to compete and from doubts as to the value of competing (Kerkhoff, 1976).

As a group, men in their middle years shoulder more personal and social responsibility than anyone else (Mayer, 1978). A clash of values help to account for the difficulties which come up at this stage of life. Many times a breakdown in communication occurs between father and adolescent. Both are in a transition and are trying to struggle to cope with
these changes. This meshing of two life stages may almost be impossible for an individual to handle the problems or expect his child to gain independence unless he can come to terms with himself and his self worth. The question of confusion still arises between what he has gained and what he still wants. So many men during this period fix themselves into either their marriage or their career (Mayer, 1978).

Being caught in the middle of societal pressure many middle age people choose to use their marriage as an escape from facing the existential challenge of that age. As a result many husbands are increasingly more demanding of their wives's time—mainly in pampering to their own physical needs and comfort and such men are often more jealous of any actual or potential outside interests on the part of their spouses and this contributes to stress (Lowenthal and Weiss, 1976). An ideal type of developmental marriage is characterized during the early years of middle age by terrible pressures and competing demands. During the later years of middle age smug complacency occurs (Kerkhoff, 1976). This continues even after the children leave. Cuber and Harroff (1965) have described the middle years as a time of unhappy decisions for many couples—they know that their marriage will not ever be what only they simply assumed it would become. Marriage may be comfortable when they are easy to endure and easy to ignore. This is when trouble arises in middle aged marriages and it is often related to boredom of the union. With all of the above factors coming into play a dissolved marriage may result producing a stressful situation.

Some men change the direction of their life because of these stressful demands that may become unbearable and try to find a new route to follow (Mayer, 1978). He is engaged in a long process of growth
everyday with the responsibilities that go along with this process that make it hard to escape from (Davitz and Davitz, 1979). One's outlook of the control he has over his environment, his status, and his assets may contribute to life stress (Sarason et. al., 1978). It seems that individual differences of an individual also has an effect. Men may respond differently to the same situ. Self awareness is the first step to identifying the stress levels and clarifying the circumstances causing the stress (Sparks and Ingram, 1979). Poor adult adjustment between ages 21 and 47 seem to be strongly associated with the breakdown of physical health from ages 42-53 years of age (Vaillant, 1979). Social variables also add to the already stressful situation. These variables, pointed out by Rabkin and Struening (1976), include social isolation, social status, and social inconsistencies.

A number of studies have pointed out the inconsistencies between his abilities and the expectations put on him. This also includes perceived demands of his job. This is a major cause of stress and poor mental and physical health (Coburn, 1975). Stress is also caused by events that upset the sequence and routine of life (Hallberg, 1978). Beehr and Newman (1978) break down the factors into the following seven areas:

"(1) environmental
(2) personal
(3) process of the body and environment interacting
(4) human consequences of the interaction
(5) organizational consequences
(6) adaptive response, and
(7) time" (pp. 667-675).

The causes of stress is a presence of negative conditions or an absence of positive conditions (Kanner et. al., 1978). Occupational stress is one of the largest causes of stress related diseases (Cooper and Marshall,
1976). Job stress is defined by Newman and Beehr (1979) as "a situation where job related factors interact with the worker change his psychological and/or physiological conditions such as that the person is forced to deviate from normal functioning" (p. 1). Some occupations may attract people with better or perhaps poorer health or from a particular socio-economic level (Margolis et. al., 1974). No matter which research one reads they all tend to agree that stress can be found within the person and in the environment. The focus should then be on changing the personal situation or the environmental situation (Newman and Beehr, 1979).

Two central features at work which cause stress are those of the characteristics of the person and the sources or stress in the work environment (Cooper and Marshall, 1976). These determine the interaction of either coping or maladaptive behaviors. Cooper and Marshall (1979) sited many possible sources of stress at work:

"(1) factors intrinsic to a particular job--work conditions, physical effort required, too much work, and too difficult;
(2) the person's role in the organization--role ambiguity, role conflict, responsibility, deadlines, and age;
(3) career development--promotion, status incongruency, lack of job security, frustrated work aspirations and parental status stress;
(4) the nature or the relationships at work;
(5) organizational sources or stress--family and financial pressures, the organizational structure and climate" (pp.14-22).

These pressures can be felt by the individual in the feelings of emptiness, exhaustion, frustration, the need to escape, the need to give up, or the feeling of being weighted down (Stenrud, 1981). Still (1977) tells us about common breaking signs caused by stress which include a chronic sense of time urgency, constant involvement with deadlines, the need for recognition and advancement, a competitive drive neglecting other life areas but work, taking on excessive responsibilities, and a tendency
to push himself and others.

Both positive and negative conditions, therefore, function as sources of stress depending on which type or outcome is being examined and in terms of the type of satisfaction of the outcome (Kanner et. al., 1978) If the individual is vulnerable to stress, than drinking may most likely become a problem. Drinking is accepted in our culture. The alcohol, however, before it becomes a problem is merely a symptom of a group of problems (Dun's Review, 1975). Another common response to stress is the experience of boredom (Kanner et. al., 1978). All of the stress factors do have an effect on each other and do modify each other (Erickson et. al., 1972). Related to all of them is the tendency to withdraw (Gupta and Beehr, 1979). In industry this commonly shows up in absenteeism and voluntary turnovers. Not all reaction to stress needs to be seen as negative. Some changes in behavior are healthy reactions to stress (Davitz and Davitz, 1979).

Marriage Satisfaction

Much of the research done in the area of marital satisfaction has been done in relationship with the "Family Cycle" (Duvall, 1967). In this cycle she identifies the following eight stages:

1. Beginning Families
2. Childbearing Families
3. Families with Preschool Children
4. Families with School Age Children
5. Families with Teenagers
6. Families as Launching Centers
7. Families in the Middle Years
8. Aging Families

These stages are based on the age of the eldest child (Reiss, 1976). Speitzer, Synder, and Larson (1975) found that for both sexes, the marital satisfaction tends to be higher in the earlier years of marriage
with a low point reported at the ages of 45-54 years which usually corresponded to the stage of families with teenagers (stage 5). However, when children are brought into the family a strain may be put on the marital relationship and may also bring the morale of the individuals down (Aldous, 1978). During stage 5, the roles of father and husband have been the components of a man's identity and over the years his wife and children have required a large psychological investment (Davitz and Davitz, 1979). At this stage the major focus may become twofold. He may turn inward and no longer dwells on his family problems since they seem trivial in comparison to his own or there may be an increased tenderness toward those he is closest to (Davitz and Davitz, 1979). His emotional tone is inconsistent and changes with cause. Job and parental demands tend to account for the drop in satisfaction (Aldous, 1978). This is due to the strain of the additional income needed and the demand of the time required for caregiving. Reiss (1976) said that it could be more of a competition in roles when the couple is involved in the same role rather than having roles that are complimentary.

The low point of satisfaction, which in stage 5 is followed by stages 6-8, disappears and is replaced by an increase in satisfaction (Reiss, 1976 and Rollins and Feldman, 1970). Reduced pressures of the family in middle age may lead to a higher feeling of satisfaction in the latter stages of family life cycles are more of a function of chronological age rather than in actual changes in the marital relationship (Spanier, Lewis, and Cole, 1975). However, after families with teenagers there tends to be a lack of stress and as a result a gain in marital satisfaction is seen. His wife and family are an important
source of information about the cause of the mid-life transition.

The most important relationship to a middle age man may be in his marital relationship. Silverman and Hill (1967) felt that norms in marriage are still important in the affects in which they play. Companionship is emphasized today as a norm along with having a utilitarian marriage or one that fills the basic needs, based on convenience and staying together for lack of better alternatives. Another type is called an intrinsically rewarding marriage in which the basic interaction is rewarding (Cuber and Harroff, 1973). Aldous (1978) also stated "It is an exciting mutuality of feelings and participation together in important life segments" (p. 178). Hunt (1974) expanded on this idea by saying that marital satisfaction is becoming more elaborate so marriages are closer than they once were.

A marriage identity has three basic aspects: (1) how we look at ourselves in marriage; (2) how our partners look at us; and (3) how strong our sense of purpose to remain married is (Hallberg, 1978). This identity has come from ideals set in our culture. With fixed roles inside and a changing person outside who may be the spouse this identity has developed through his marriage and becomes hard to "decode" in mid-life (Hallberg, 1978). Inconsistency is the keynote of his marital behavior (Davitz and Davitz, 1979). Serious aspects of the marriage come into retrospect. Arguments about money, child, and divergent paths occur more and more (Still, 1977). The old suddenly becomes too familiar and the tried and tested are no longer enough (Mayer, 1978). A husband and wife have developed at different rates and directions (Levinson et al., 1978). The cracks and problems that have entered over time have
become difficult to live with and a transition begins. This involves his experimentation with a variety of roles to help him through his search for redefining himself (Davitz and Davitz, 1979). Needless to say no matter what a wife may do, Davitz and Davitz (1979) felt she may be her husband's target of his anger, resentment, and sarcasm. The typical stereotype backfires and the "zip" may in turn leave the marriage (Mayer, 1978). Complaints of boredom in the marriage are to some extent a reflection of his boredom with himself (Davitz and Davitz, 1979). This criticism is not unique to this period in married life but does tend to take an upswing during this time. He also tends to attribute his problem more to his wife rather than directing them at himself (Levinson et al., 1978). It is feared by both spouses that because of these dissatisfactions, if faced, would lead to a destruction of their marriage. But more importantly a man who feels that he is no longer youthful may be more threatened than pleased to change the situation (Levinson et al., 1978). More than anything else a man in transition needs the support of his spouse instead of pushing her away (Still, 1977). A relationship is by no means a one-way street. A woman also needs to consider her own role as a contributing case to a possible crisis (McGill, 1980).

With this rising sense of self centerness, one may start to withdraw and the need for intimacy may also weaken (Fried, 1967). Intimacy defined by Fried (1967) is "the ego quality whose development makes it possible for an individual to form trustful, close, and mutually supportive attachment with other people" (pp. 101-102). This depends on a firm sense of identity. Being intimate with one's spouse is an important dimension in a marriage. Many aging couples do maintain their sexual
relationship. Regularity of performance is seen by several as a crucial element (Cleveland, 1976). It differs from youthful sex by being enjoyed to the fullest and valued for it. In mid-life fatigue, tension, worry, stress, and strain build and as a result his sexlife becomes less active. "He feels the tension of failure, the fear of being overlooked and losing a crucial opportunity" (Davitz and Davitz, 1979: p. 34). Concern about virility is a central issue and anything to do with sex may be a turn off for him (Davitz and Davitz, 1979). During this time of life he may find it difficult to achieve and maintain an erection. If he does, reaching orgasm may be even more tension producing and less pleasurable. Instead of blaming himself it is easier to blame his partner and focus on the idea that it is she that is losing her attractiveness (Davitz and Davitz, 1979). For some, however, it may become even more a process of mutual discovery of each other than is emotional as well as physical.

A man during middle age may begin to look for companionship and satisfaction outside the home. This may be due to exploration or dissatisfaction at home. There is an increase in extramarital affairs, which may also include nonsexual relationship (Davitz and Davitz, 1979). Our culture laughs about this situation many times lightly. To a large extent the middle aged husband's choice for the role of the "other woman" depends on his contacts in daily life.

Communication still remains any avenue of importance in a marriage. An important finding of Burke and Weir (1975) suggests that husbands and wives who have an effective helping relationship with each other are less likely to be prone to stress and pressure from other areas of life. This concept of an "effective helper" is based
on interpersonal communication. The degree to which each member functioned tended to match that of the other. An effective helping relationship is characterized by self disclosure, trust, shared reliability, and confidence in the relationship. The effectiveness not only depends on the couple but also on certain situations and demographic characteristics. Burke and Weir (1975) also found that the greater the husband's job pressure the more likely they were to disclose their problem to their wives but the less satisfied they were with their wives, the more they would turn to others. Couples who share a high agreement on communication can usually meet most areas of stress with strength.

**Occupational Satisfaction**

Herzberg (1957) stated in a study that a main difference between a satisfied and dissatisfied worker is that the satisfied worker tended to be flexible, better able to adjust and more realistic. A common formula used in management which was developed by Vroom (1964) tells us that job satisfaction is a combination of the individual's characteristics. Friends and Burns (1977) found three factors to make up variations among individuals. They concluded these as being a sum of the following variations which are due to job characteristics, individual differences, and interaction of the combination of the two. A job provides a lot more than just a paycheck. A job structures people's time, permits regular interpersonal interaction, and provide a sense of identity, self esteem, and self respect (Machlowitz, 1978). Data suggest that individuals with high general interest diversity perform better and display more satisfaction (Arvey and Dewhirst, 1979). A frequent factor studied in
relationship with job satisfaction is age. Studies found that the older workers had the following occur:

"(1) a more satisfied life in their jobs, have better attendance, have less turnovers and are identified with management;
(2) are less concerned with advancement and less worried about keeping the job; and
(3) have a less positive attitude about retirement since work takes on more significance while spare time decrease in significance" (Kasl, 1973: p. 514).

House (1974) found that work satisfaction was the strongest prediction of longevity. An occupation is perhaps a man's major emotional satisfaction (Soddy and Kidson, 1967). Therefore, Sheehy (1976) felt that more than anything else a successful work experience helped a young person resolve his dependency and independency conflicts.

Parental Expectations

Occupational satisfaction begins before a young person has even discovered his chosen profession (Aldous, 1978). Count Van Manen (1973) believed that in the transition of values from parent to child a positive correlation is found with the father's perceived occupational effectiveness and the success he was in the transition of his values to the child. In another study, Kohn (1969) stated that the behaviors that parents value and work to instill in their children have an effect on the children's occupational experiences.

Societal Expectations

Work defines who a man is in society and what he is capable of doing (McGill, 1980). Usually the age of forty is the "watershed" age when a man's whole career, his life itself seems to be on the line (Mayer, 1978). This is the time when society judges him as either a success or a failure. These men have brought the ideas up with them that manhood
depends on success and to do this they may have to be ruthless and competitive. They aim to be number one. This is how their worth is measured and at midlife their yardstick is taken away from them. "The fact of success cannot match the fantasy...the dream fulfilled loses its luster" (Mayer, 1978: p. 58).

**Lifestyle**

The lifestyle that accompanies an occupation may be a factor which is important on how successful an individual is in that occupation (Reiss, 1975). This lifestyle may also be an additional factor in the satisfaction gained by the individual. Wilensky (1961) defined job satisfaction as "a function of disparity between rewards and aspirations and/or expectations" (p. 228). In other words, this is the satisfaction from what we get in income and status as well as what we want in goods and services. This usually corresponds to the family life cycle and work history (Wilensky, 1961).

The middle class has been noted as often being in positions that require self direction (Aldous, 1978). This holds with the findings of Near, Rice, and Hunts (1978) that showed job satisfaction being highest among professionals, managers, and craftsmen. They also report better health among the white collar workers with which the above are associated.

**Internalized Feelings and Perceptions**

The components that are felt to be apart of but in reality are more related to the job level are those which deal with self esteem, self actualization, autonomy, and pay (Kasl, 1973). Low satisfaction is due to poor conditions at work, the work group, the work itself, the supervision, and the organization in general. All of these come into play
with the individual's perception of his need satisfaction. Around middle age the responsibility of the older generation is passed on to the middle generation (Fried, 1967). Since a central part of his identity has been the nature of his work, one of the major problems to face is one of overinvolvement in work. As his frustration increases, withdrawing takes many forms including a total investment in his work (Davitz and Davitz, 1979). Men have a preoccupation with work and this is related to his male image (Thurnher, 1976). In the framework of his career the middle age man may turn to experimentation because of restlessness and discontent (Davitz and Davitz, 1979). Regardless of the occupation most men seem to go through a transition in their career. The executive needs a clear and strong approving sign from the company but even if he gets it, he may not like it (Dun's Review, 1975). This individual may also feel trapped causing fears of overspecialization, obsolescence, lack of goals, and competition (Hallberg, 1978). He reacts to this entrapment in the following ways: avoidance, depression, blaming others becoming a "workaholic," not conforming, or finding a new career (Hallberg, 1978). By avoiding he goes beyond and fantasizes about his job. In actual fact he may begin to spend less time by withdrawing from the regular job and becoming interested in other activities (Davitz and Davitz, 1979). The white collar man strives for variety in his work early in his career. Gradually he becomes lost in the routine. There is little challenge or excitement and creativity may be lost (Hallberg, 1978). When he begins the amount of work usually increases but this pace begins to slow down and he becomes more aware of his problems (Davitz and Davitz, 1979). Most executives do sort of a retirement by functioning only at a minimal level (Dun's
Review, 1975). Others accept their fate by staying in the organization without really contributing (McGill, 1980). The thought of a job or career change may seem too threatening. Meanwhile the tension is killing them with heart disease or possible suicide.

**Occupational Changes**

Mid-career changing adults are usually those who are dissatisfied with their current jobs (Frederickson et al., 1978). They are usually already investigating career changes on their own but want immediate alternatives. A career change provides the opportunity to test Holland's assumption that "people search for environments that will let them exercise their skills and abilities, express their attitudes and values, and take on agreeable problems" (Thomas and Robbins, 1979: pp. 177-178).

By this time of life men have had time to appraise their skills and interests and know of the various career settings which they could be employed in. So what is stopping the individual to change? Fredrickson et al. (1978) have identified ten barriers to change:

1. lack of self confidence
2. low self esteem
3. more aware of weaknesses rather than strengths
4. reluctance to take risks
5. problems in decision making
6. lack of role models
7. difficulty in setting realistic short-range goals
8. setting priorities was difficult
9. difficulty in compromising aspirations, interest, abilities, and opportunities
10. cost of education" (p. 167).

Some companies use job enlargement to help increase job satisfaction (Kasl, 1973). There is evidence, however, that the individual differences in achievement and aspirations do play a critical role in changing jobs (Kasl, 1973). So in reality the middle age man does have a choice in
resolving the transition in regard to his work: to leave and find a new job or stay in his present job.

**Job and Marital Satisfactional Factors' Effect on Each Other**

There appears to be a reciprocal facilitation of harmony in family relations when the husband is satisfied with his occupational situation (Kemper and Reichler, 1979). To Blood and Wolfe (1960) satisfaction with work implies that there is little discontent in the home and more enjoyment of domestic roles. Another view may be that the timing of work rather than the number of hours worked which makes the difference in harmony between work and family (Voydanoff, 1980).

Reiss (1976) found that successful individuals fall into an utilitarian marriage and such marriages seem to involve a low degree of commitment on the part of the couple. Factors attributing to this may include that there is less stress in the social environment of married men in this society. Radloff (1975) called this the "Social Role Effect." Burke and Weir (1975) supported this correlation with one saying that the "greater the husband's job pressures, the more likely he is to disclose his problems and tensions to his wife but only if he is satisfied with her help" (p. 65).

Wilensky (1961) found a negative correlation between the size of the family and the drop in job morale. Thus it appears the children had an impact on both marital and job satisfaction. He concluded this was due to the additional income that is needed with children.

Cuber and Harroff (1973) suggested that the difference between the two forms of marriage has its basis in the greater number of roles shared in the total relationship. Burke and Weir (1975) took this fact
utilitarian marriage and used it to the advantage of the couple. Their research showed that the informality of the type of marriage helps to minimize and/or resolve the couple's stresses and tensions in both work and home environment by offering short term and long term relief. This supports the findings of Near, Rice and Hunt (1978) which showed poorer health for those pairs whose helping interactions were not as satisfactory and the job pressures were greater.

Scanzoni (1970) found in his studies that when a husband perceived his wife succeeding at her homemaker role, he strives to succeed at his occupational role. This is also true when the wife sees the husband succeed. This tends to be a mutually reinforcing process. The study pointed out that this process would not work if the responsibility for the occupation and the household were not equally shared. Constant encouragement is a key factor (Scanzoni, 1970).

Pairs and Luckey (1966) found in their study that because of the cultural values placed on a successful marriage it is difficult for the couple to admit their marriage is less than satisfactory. They observed though that husbands spent less time at work, they were more dissatisfied in their marriage. There was also a positive correlation between marital and job satisfaction found in this study.

**Molding the Pieces Together Again**

As time goes on, everything in the middle age man's life slows down. His perspectives slow down and the direction of changes becomes clearer (Davitz and Davitz, 1979). This is a time of rebuilding. He explores, overcomes disappointment, enters relationships, and in the end finds an answer or not (Levinson et. al., 1978). Some see the transition as desirable. It gives a man an opportunity for growth and movement
toward self fulfillment in all areas of his life (Mayer, 1978). The transition can be seen as a strategic turning point in an individual's life. He is more apt to understand that his affection need can be fulfilled in the family instead of seeking outward sources (Davitz and Davitz, 1979). How long it takes depends on three elements: (1) the nature of the crisis and effects; (2) the man's own pursuit of the resolution; and (3) the man's relationship with others (McGill, 1980).

Responding to change can also be seen in ways of resistance, passive tolerance, and bettering his relationships. The key, however, is choosing to change (McGill, 1980). The impact of these changes may take a path of freely choosing to change or to take one that is imposed on him. No matter how he changes the resolution can only be seen as the man mixing his new perspectives and behaviors to form a new self. A risk in changing may arise during the resolution. He must reach out and trust others and risk exposing himself to vulnerability. This type of relationship may help him to resolve the transition if he knows there is another person who is committed to the relationship.

In the long run a successful transition can come only after careful consideration of a new definition of self. The pattern or resolution consists of five steps: "recognition, acknowledgment, consideration of consequences, choosing to change, and integration of the change" (McGill, 1980: pp. 224-225). A striking difference in this emerging person and the previous person is his sense of independency (Davitz and Davitz, 1979). He may feel less threatened by close contacts and his need for independence is modified. He may gradually develop a sense of his own true self.
The supporting relationship is important to the transition. He needs to draw on from them as well to help them key in on alternatives in his life's direction (McGill, 1980). By his late forties he finds he can be more realistic in regards to sexuality and he can integrate this into other areas of his life (Davitz and Davitz, 1979). Enjoyment becomes the major theme in his life. His life balances out between needs of self and needs of society. A man attending more to himself has less of a chance to deal with stress as intensely as others being forced into his role. Mid-life may make it easier and rewarding to become a mentor to another person. It meets the sense of obligation but there is a risk of exploiting the relationship. Part of this is dealing with the little boy and the hero that he sees himself as. Mentoring uses the parental need but is more complex. As he, himself grows in strength he is able to help others develop too (Levinson et. al., 1978).

A man can help himself by taking the transition seriously and not minimizing it. Recognizing that he must mourn for his youth. This man needs to take responsibility for his own actions-- to be able to recognize what is going on. This individual needs to reexamine his values and goals. He may learn to substitute old gratifications with new ones. Being in touch with himself is also essential. Mayer (1978) has also suggested that only by trying small changes at first work well with the statements made above. Overall, the middle age male must be able to recognize the changes and accept them as a part of life.
Chapter 2

HOW INDUSTRY HELPS ITS EMPLOYEES THROUGH EMPLOYEE ASSISTANCE PROGRAMS

The Protestant Work Ethic has been so much of the American scene. Over the years an individual is socialized into the idea of working for the majority of his/her life. The Protestant Work Ethic was apart of that socialization for many. This ethic is the idea that a worker collaborates with God to do the work of the universe. This came into being around the time of the Reformation with Martin Luther and John Calvin. The changing mood of America due to the drop of production and the changing economy has also weakened this work ethic. Today's workers are better educated and have higher expectations than in the past. Younger workers are questioning the priorities of life. For the first time, people are no longer having to center their lives around their work. Work is still enmeshed with one's identity but sociologists feel that people like their jobs because they need other people (Morrow, 1981). With the changing times, the pressures are more.

Changing Attitudes

The traditional response to the troubled employee has been to discharge him/her. Kurmits and Hammons (1979) have found that in the past few years this has been changing. Some companies resort to cutting the responsibilities of the worker to require less employee contact. This tends to lower self esteem and in the long run will make matters worse. It also makes the industry continue to absorb the loss in production because of this low self esteem. Other companies in the 1950s
became aware of the need to look at the causes of the problems rather than just the symptoms.

Business and industry are realizing more and more that they are dealing with people with problems and all of this becomes the responsibility of the manager. Managers, however, are promoted because of the technical skill they possess and many have had little or no formal training in dealing with people's problems (Sperry and Hess, 1976). Evidence forces one to raise serious questions about industry's dealing with its employees. Mounting data shows an alarming proportion of the labor force is suffering from a variety of emotional stress (Kuzmitz and Hammons, 1979). Executives are the most susceptible ones since they are the most achievement and goal orientated. Perhaps nowhere is the depression that may accompany a middle age transition more evident than in the ranks of management (Dun's Review, 1975). Over eighty percent of the people in managerial positions in today's organizations are within the ages of 35-55 years (McGill, 1980).

Many top executives felt that their problems were personal and coming from the traditional response to these problems, industry has failed to identify these problems. The costs with the traditional response are enormous (Hostain et. al., 1980). Occupational mental health has become an increasing concern to managers. The impact of the troubled employee on the organizational productivity becomes more evident. Organizations are concerned because of the costly turnovers (Brett, 1980). The troubled employee costs an employer a large amount of money. Most experts agree that such a person uses at least 25 percent of his annual salary because of these problems (Schneider, 1979). They also agree that any
company at least ten percent of its employees are in trouble. Before the problems are identified, the organization suffers with poor production, mistakes and accidents, tardiness and absenteeism (Rostain et. al., 1980).

Employees have problems off the job as well as on the job. Beyond the already mentioned symptoms of underlying problems include chemical abuse, sabotage, slowdowns, grievances, "water cooler counseling" and more rest room breaks (Ziegenfuss, 1980). Almost every employer has the option of what to do with a valued employee who is suffering a decline in performance because of problems. They can be terminated or helped (Schneider, 1979). In the traditional training programs, none of the programs have dealt with the needs of the individual as directly as the Employee Assistance Programs (EAPs) have (Carr and Hellan, 1980). Some experiences with EAPs show that this usually costs the company less than ten percent of the annual salary per employee (Schneider, 1979). By offering assistance to employees who have problems, industry contributes to the "employee's well being, his ability to function productively and happily in his community and home as well as on the job" (Carr and Hellan, 1980: p. 60).

Several reasons why a company, agency, or organization should take responsibility for its employees include:

(1) demonstrate larger social responsibility;
(2) indicate to adult employees that an organization cares about them;
(3) to more effectively release the individual's potential in behalf of the organization;
(4) to help the individual prepare for change;
(5) to strengthen the psychological tie between industry and organization;
(6) to plan more effectively the learning experiences the individual will require to achieve life goals; and
(7) to focus on the person as a whole individual (Lippitt, 1979: p. 102).
Reductions of turnover, absenteeism, and poor performance seen by use of EAPs. Both management and labor realize a more efficient use of the employee's skills. Statistics show a well run program with appropriate treatment can look at a success rate of 70-75 percent or higher (Schneider, 1979).

Labor and industry are major forces in this country's economic system and have enormous power to effect change. The world of work offers an easy access to a large population for a counselor to work in. The industrial setting offer a chance to develop an approach to serve the client where maintaining the job is a primary goal. The counselor may operate a direct service program for the individual as well as training front-line agents in identification and referral. This service can be given in the work arena without a stigma put on receiving help. It is offered to everyone and the company needs to send the message that they support the program (Kurzman and Akabus, 1981). There are various ways to deliver the programs. The most common are "in-house," the use of "outside agencies," and the use of "third party payments." Both unions and management seem to prefer in-house units for services.

Early Programs and Trends in EAPs

In 1914, Henry Ford had the insight to treat his employees as people and began the first sort of employees assistance programs. Ford Motor Company had a program to advise its employees on personal and legal matters. Macy's Department Store, one of the oldest in the nation, employed a full time psychiatrist in 1925 for its employees. More recently, Utah Division of Kennecott Copper Corporation began a model program in dealing with alcoholism called INSIGHT in 1969 (Cristiani and Cristiani,
As a result of seeing those programs, many large corporations began to set up various departments dealing with human relationships and charged them with identifying these problems and coming up with new programs to deal with them (Rice, 1979).

This trend started with T-groups to help increase self awareness through feedback. It was hoped that they would further better relationships between groups. Because of a lack of proof of effectiveness and newer conflicts some companies dropped them, like Union Carbide, which had set up an extensive program (Rice, 1979). Executive seminars gradually took the place of the T-groups. These are billed to help create greater use of company resources and greater awareness of behavior. So one of the early opportunities for counselors in industry has been in program development and training various employees to understand other workers, their needs and the programs needed to meet those needs (Kurzman and Akabus, 1981).

Counseling individuals has also become an important part of EAPs. Counseling is basically a process of giving advise and in terms of productivity controlling performance (Sperry and Hess, 1976). It is also an approach to management when the manager becomes a facilitator to help maintain high standards of performance. Counseling gives the employee new ways for expressing himself. New reference points can be checked for their future (Farson, 1967). The effectiveness of the industrial counselor then depends on their ability to do well what they normally do...listen. Levinson (1969) found that among top executives in accounting, law, finances, and engineering deny the existence of a transition at mid-life and they are the ones who usually have the greatest difficulty in dealing
with their jobs. *(Dun's Review, 1975).* They are accustomed to dealing with facts and figures outside of their personal being and may not admit within themselves that they may not be entirely in control and may need help. The big step to get the executive to not only admit he is depressed but to help him understand that his problem is not unique.

In order to help this type of client the counselor must remember he is dealing with three forces at once. The counselor must look at the department that he, himself is in (such as personnel or human resources, etc.), the client, and the profession of counseling itself *(Kurzman and Akabus, 1981).* The client may be concerned with the organization and confidentiality—will he jeopardize his job by seeking help? The motivation of the employee must be explored. One must assume that the worker is mentally and physically fit to perform his job and that his motivation can be enhanced through organizational intervention *(Kurzman and Hammons, 1979).* The scope of the services which an EAP could offer this employee includes:

1. support for training,
2. alcohol/drug counseling,
3. retirement planning,
4. job separation counseling,
5. support groups,
6. career exploration,
7. career planning,
8. financial planning,
9. family counseling

(Griffith, 1980: p. 540).

Industry requires brief and responsive intervention. The intervention should be task centered, planned, and short termed. This is usually the type of counseling where the request is often accompanied by the pressure of time and the need for direct involvement of the client to resolve the problem *(Kurzman and Akabus, 1981).*

Since the employee is usually off in another part of the factory or the problem occurs after 5 p.m. someone else, besides the EAP person,
must be trained in the identification of a potential symptom. Usually the supervisor's value to the organization lies in overseeing the worker's production, whereas the counselor's contribution is to meet the personal needs of the employee (Kurzman and Akabus, 1981). An effective organization is often defined as one that maximizes both task and emotional functions. So, as a result, the modern supervisor, according to Hunt and Lichtman (1969), is now being trained to help meet those personal needs. The ability to understand people's needs to be upgraded by the supervisor. By using the supervisor as a peer counselor (one who is also on the plant floor) the organization can influence the behavior of the employee only after being trained properly. By using a counselor as a consultant to the supervisor they can work together as a productive team and develop a well worthwhile program to aid the employee. The supervisor must not, however, become involved with the employee's personal problem but rather focus on job performance, attitude, and productivity (Carr and Hallan, 1980). He then identifies and confronts the employee with the behavior pattern and then offers the EAP service to the employee. He is then referred to the counselor. The company may even go as far as using termination as a possibility if the program is not used by the identified employee.

A new concern about the effect of a person's personal life on the work performance has arisen around the country. This concern helps a counselor to tie in the concern for family life and the social role of the family to the work place (Kurzman and Akabus, 1981). Several organizations are attempting to deal with family and other kinds of stress by holding seminars for the employee. In these the pressures of corporate
life and how it relates to the family are discussed (Voydanoff, 1980). Executives and their wives are helped to develop personal and family resources to handle their problems. Other indirect services include training and development of human relation skills, management training in interpersonal communication, and counseling skills for managers. A manager can become more effective to his subordinates by knowing counseling skills (Cristiani and Cristiani, 1979). Over time and after proving oneself, a counselor can become a consultant to other departments in the company.

A working knowledge of the structure and workings of industry is essential for the industrial counselor. They must be familiar with the history of trade unions and their current trends, the patterns of decision making in the organizational hierarchy, the nature of power and authority, and the patterns of communication (Kurzman and Akabus, 1981). The nature of the political system of the organization is another area of awareness a counselor needs to be in tuned with. They must be sensitive to boundaries and how the union interacts with management. The support of the EAP by the organization is essential for its success. Their support must also cover established community programs (such as AA), already developed personnel policies, personnel research, the possible alteration of work conditions of the employees, the new or redesign of organizational structure, and the study of job design. All of the above do affect the employee and need to be addressed by industry.

An employee assistance program can be valuable in the helping of the middle age male. Some of the concerns affecting them in particular are addressed in the following pages. They include: chemical abuse, workaholism, stress reduction, and life planning.
Alcoholism and Chemical Abuse

Certain behavior patterns in employees occur many times over in an organization. One common "problem" that industry faces is that of chemical abuse. Despite the evidence linking alcoholism to work pressure, the cost of sick pay and absenteeism in 1978 was estimated at $8 billion a year to industry. Organizations are slowly accepting responsibility for the linkage of all the above (Mayer, 1980). Many companies cover the treatment of alcoholism in their benefit packages. Comparisons of these costs to industry showed that costs are escalating in the areas of medical, psychiatric care, drugs and alcohol abuse programs which they are paying for. They are failing to realize that they are treating the symptoms and not the causes (Rouseey, 1980).

There is an estimated 10 million alcoholic workers in all forms of employment. The National Council on Alcoholism reported that costs of the alcoholic to the business world is at $2 billion per year and the loss of productivity can be placed at $12.5 billion annually. They also reported that the nonalcoholic worker is absent two to four times less than the alcoholic worker and the same rates are occurring for on-the-job accidents (Kurmitz and Hammons, 1979). In the spring of 1978, reports from the President's Commission on Mental Health show that as many as 15 percent of the population needs mental health services. So not only does the employee suffer from the chemical abuse and its related problems but industry also pays highly (Kuzmitz and Hammons, 1979).

The addicted employee is dysfunctional to the organization when the problem is apparent (Kurzman and Akabus, 1981). Common behavioral patterns of abuse include:
(1) frequent episodes of unexplained absences with disappear­
ances for the job during working hours,
(2) habitually arrives to work late after long breaks and
excuses are highly suspect,
(3) meetings, deadlines, and important dates are missed--the
job details go unattended and reliability decreases,
(4) contact with others is minimal--they exhibit antisocial
behavior and blaming others when situations prove bad
is common,
(5) has judgemental error and dulled decision making skills, and
(6) accidents increase as their concerns decrease
(Kurmitz and Hammons, 1979: p. 240).

The worker's job then is in jeopardy because the employee becomes a
potential danger to both labor and industry (Kurzman and Akabus, 1981).
When this jeopardy occurs it is because the abuse may be continuously
untreated. This gives the counselor the opportunity to intervene in a
situation at the point which the problem and its costs are most obvious.

In the company the factory supervisor points out the problem
behavior as it relates to work performance and encourages the employee
to seek help. Usually Alcohol Anonomous is pushed and he may find that
many of his co-workers already belong to AA and are active supporters of
the program. His work group then becomes his support system as well.
John Deere in Waterloo, Iowa, is an excellent example of how the EAP
staff works with the supervisors to fulfill the needs of its employees.
"Its the men out on the floor that do the bulk of the work, not us--they
are a family out there (on the floor)," sated Hank Dark, EAP counselor,
John Deere Tractor Works, Waterloo, Iowa.

Many constructive confrontaion programs have been developed under
the guidance of the EAPs, the unions, and the employers. All staff
members in a good EAP should be competent to identify alcoholism and
other abuse and at least one person should be an expert in working with
alcoholcis (Kurzman and Akabus, 1981). Programs that reduce chemical
abuse among employees can then be seen as cost effective to management. Employers and unions have agreed that chemical abuse is costly in both individual and organizational terms (Kurzman and Akabus, 1981).

**Workaholics**

Workaholism is an increasing phenomenon that is attacking the middle age worker. Most deny that they are addicted to work because to them they are not. Their schedules, however, are leaving them mentally and physically exhausted (Howard, 1980). Many times the middle age worker is finding his work being curtailed and a younger person is now beginning to take on more responsibility. He may become anxious and depressed. He then usually responds to his feelings by working even more. This may even increase if he is demoted or fired (Mayer, 1980). It is important to understand the workaholic as best we can. Once they are understood it can be possible to help them enrich their lives as well as those around them (Machlowitz, 1978).

There is no right definition of a workaholic. Howard (1980) stated that the best way to spot one is to see how he spends his leisure time. "A true workaholic does not know what to do when he is not working" (p. 48). Workaholism exists in every occupation and is not restricted to one sex. Machlowitz (1978) defined this as "ones whose desire to work long and hard is intrinsic and whose work habits almost always exceed the prescriptions of the job they do and the expectation of the people with whom and for whom they work" (p. 11). More and more workaholism is being diagnosed as a psychological problem. Many use their jobs as a "refuge" from fears and outside problems and often broken marriages and stress related illnesses will result (Howard, 1980).
The tendencies for workaholism usually begins in early childhood. Their parents may have been very demanding and put on the children a high set of expectations. They pushed them to be the best (Howard, 1980). It starts when children turn their play into work. Machlowitz (1978) stated that parents start sending their messages of their high expectations early on. They reinforce the child's accomplishments and set these successes as standards of receiving love or not. As a result, when the children do fail, they feel unloved and develop a low self esteem. By working, they can mask this. He begins to think he is indispensible to the company. They are chronically tired and this usually affects their performance. Socially, they never really disclose anything about themselves and become isolated and as a result, they throw themselves into work all the more (Howard, 1980).

A "type A" personality is susceptible to this more than any other kind of personality type (Howard, 1980). He is usually intense and highly driven which usually means that he does not sleep much. He works much of the waking hours and does not take much time off for vacations. His whole life is shaped around his work. Other common characteristics include having a stron self doubt, making the most of their time, working anywhere and anytime, and having a "blurry sense of the distinction between business and pleasure" (Machlowitz, 1978: p. 32). The vicious cycle or work overload causes poor health (Coburn, 1975).

The sense of power is very evident in how they handle a problem. Usually it is accomplished in a small amount of time that is impossible for others to accomplish in the same amount of time. What they need is to feel successful. Machlowitz (1978) calls this "psychic income."
simply stated is that the intrinsic rewards are more important than the payoff in money. What may be the most maddening thing to a workaholic is to come in second. Many employers do not see that the amount of hours put in do not always equal the amount or the quality of the work (Howard, 1980). They see the hours and reinforce him for working hard. In order to get all of their tasks done they need to be extremely organized. They have the need to have their lives in a stable and predictable order. They can even overcome their anxiety by working (Machlowitz, 1978).

Leisure activities are sparse for the workaholic. Having nothing to do leaves them at a loss (Machlowitz, 1978). Hard work is "fun" for the workaholic. Reluctance to rest may be due to an over-abundance of energy which is characteristic of this kind of personality. If they would go on a vacation there may be tendency to cut the time short.

The feeling of failure maybe connected with the person's nuclear family as well as his family of origin. Family life cannot compete with the office. Much of the time this can be spouse supported. Wives may like the status and success their husband's occupations bring. Many times the wives do the pushing without knowing that they in the long run will be the one, along with the rest of the family, paying the price (Machlowitz, 1978). Some workaholics require the distance they set up between themselves and their family because they cannot handle the intimacy. They may have a greater need for a rich inner life rather than a need for intimacy. By working they can attempt to avoid the conflict that may be at home. Others find that the job is just more exciting than at home mainly because of the feeling of being left out. Ironically, they cannot
bear to lose control over any small detail at work but readily give up control at home. Many men do not know how to do anything else but work (Mayer, 1980). In trying to reevaluate their priorities, they work even harder and the circle snowballs.

How does this affect the organization? While at work they are among the worst quality workers. They are unable to set limits and are under pressure constantly. Socially, they have difficulty working with people because they tend to keep information from their subordinates and are very demanding. They may be critical and "contemptuous" of their colleagues since they feel they are in competition with them. Overall, this makes for poor staff relationships and may cut overall production. This may make everyone look bad and it does not set a good example. The workaholic tend to exaggerate their own indispensability (Machlowitz, 1978). The danger comes when both the organization and the individual fail to recognize the limits of the individual and the stress the overload causes. If the worker can be satisfied in other areas of his life, health and life are important as well as the job. The company needs to make it clear that it is output rather than the hours put in. Management needs to emphasize time management.

Counselors must remember that these workers have little motivation to change. We need to help the employee realize the addiction with simple steps toward rearranging his lifestyle. With the support of management, the counselor needs to insist on a vacation. They may even want to have a session with the family to plan the vacation. The counselor must also keep in mind, however, that the only way most workaholics can survive vacation is by combining work and playing (Machlowitz,
Perhaps a business trip with the family with limits on the work may work out. By working as a team the management, the EAP counselor, and the family may be able to help the workaholic to better his performance.

Reducing Stress

Besides alcohol, stress related diseases are the most plagueing disease being seen in the working world. As mentioned in the previous chapter, stress can cause things as heart disease, ulcers, and broken families. Many EAPs are going out in their employee populations and finding methods to help the employee reduce tension. Some companies are pushing for a regular physical fitness program. Others are working with group and individual counseling sessions. It is important to recognize the ability an individual has in responding to stress. Coping is potentially more successful in relieving stress (House, 1974). The coping process, according to Burke and Weir (1979) included "any attempt to deal with a stressful situation which a person feels he must do something about, but which taxes or exceeds his existing adaptation response patterns" (p. 3). Three coping mechanisms have been defined by them. The first is to redefine the external expectations. Secondly, one must change his attitudes and perceptions of how he sees himself. Last, a person must improve one's behavior so that his expectations can be met successfully (Burke and Weir, 1979).

Margolis et. al. (1974) feel is is more useful to understand the effects of strain from the job so that the stresses themselves can be combated in the job which they occur in. One way of doing this is to see if the personal goals conflict with the job itself. Personal adjustment to the job is also important. Men with good, objective adult
adjustment did not seem to have as much psychosomatic illness as those with poor adjustment (Vaillant, 1978). Men who are highly involved with their lives are usually those who report low strain levels, high job satisfaction, high self esteem, low alienation, low role ambiguity, and high utilization of skills and abilities which leads to higher responsibility (Cooper and Marshall, 1976). They are also to have good working relations with their immediate supervisor, colleagues and subordinates; have positive attitudes on work and have a higher rate of production.

Counselors who work with employees with stress related problems need to consider a number of factors which come into play. They need to help the employee understand that stress does happen and not all stress is bad. Secondly, a person in distress may have more than one need that needs to be fulfilled. Third, self awareness is essential to know whether or not a stress management plan will work. Lastly, this plan may either directly attack the cause of stress or strengthen the worker's ability to cope (Sparks and Ingrams, 1979). An EAP staff may encourage the stresses employee with the various workshops on decision making and goal clarification, helping the employee develop a support group to rely on and help clear up some role ambiguity. Clarification of his job's requirements and responsibilities may do this (Stenruds, 1981). Self awareness is the key to flexibility in a job situation.

**Developing Life Plans**

Included in this self awareness is devising a plan to help a person guide his life. To a middle aged person such areas in particular interest to them are career development, financial planning, and eventual retirement.
A fundamental way to be helpful to employees in an organization is to help them examine their life goals and plans as a way of reaching their potential (Lippitt, 1979). A new objective in employee assistance is a career development program in the company (Boylen, 1980). Two payoffs can be seen with this in-house program is one being a reduction in employee turnover and the other an improvement in productivity. Studies have shown that 75 percent of all employees are working at jobs they do not like. They know these jobs inside and out and have become bored with them. They develop poor work attitudes and have a lower production rate. There is an increase in absenteeism and turnover rates. The question is being asked by industry is "how do we change this?"

Individuals with a wide range of interests are more apt to be more effective in their jobs than ones with fewer interests (Arvey and Dewhirt, 1979). A person needs to explore these interests as well as his personal goals and expectations. Career development includes relating past education to life and developing of your skills and self understanding (Heath, 1980). Counselors should help the employee realize what is required by his job to cut down on role ambiguity and to explore other occupations he may be interested in. Roe and Baruch (1967) stated that the following influences need to be looked at when considering career development:

1. the reason for the decision to possibly change
2. the kind of decision
3. the employee's goals
4. the employee's qualifications
5. family influences
6. community roles
7. leisure time interests and
8. how to put all of these together (p. 26-32).

Planning of a career needs to include helping the employee to be ready
to make this possible change in career (Kasl, 1973). This working to establish a personal and supportive relationship between the counselor and the employee. The employee needs to explore his past experiences and his skill and what the organization can offer him. The employee then needs to identify and plan alternatives and arrange them in terms of risk, timing, and resources available. Finally, he needs to confirm his plans by implementation (Kasl, 1973).

The organization may also act to better the job for the employee with plans of job rotation, enlargement and/or redesign within the companies' budget (Hoh, 1980). Feedback is important to both employee and employer to evaluate how the person is doing. Involvement in decision making in small groups also lends to job satisfaction. This allows the employee to feel more apart of the team. Occupational decisions and activities are viewed as part of the total pattern in an individual's life and considerations for each decision varies from individual to individual (Roe and Baruch, 1967).

Along with career planning a person needs to be encouraged to plan beyond his occupationally spent years. Even now with our economy it is very possible that even a well-established person can be out of a job within seconds due to cut backs or changes in technology. This often occurs with the middle age person. Industry is largely responsible for high levels of unemployment and factory closings. Layoffs are occurring every day. New machines, computers, new products, and capital have all contributed to the unemployment we are having in the Western Cultures (Stephen, 1979).

Personal financial planning involves helping the employee to
define his needs—both present and future—and advise him how he can arrange his spending to obtain the best solution (Stephens, 1979). Thrift needs to be encourage since benefits may start disappearing and lifestyles start changing. Since the public tends to be poorly informed a well trained EAP staff can fill this need. Advice may range from home ownership to insurance, planning for an education to investing. Retirement planning also becomes a real need as Social Security slowly slips away. Highly qualified internal accounting staffs do not have the time to answer many questions. Stephen (1979) found that employees at all levels welcome impartial, confidential planning. They also need to see this service as offering positive ideas and solutions. Changing personal circumstances, taxing, and societal demands a constant reviewing of a person's financial situation and a trained EAP staff can aid both organizations and the employee in doing wise planning in devising and using benefit packages.

Evidence shows that employees are now wanting to retire at an earlier age than they actually expect (Kasl, 1973). The basic question for most older people today is one of being able to afford to retire. Our aging population must look at the retirement options that grow steadily more complicated. People now, however, plan for their vacations than their retirement (Perham, 1980). The final push toward the need to plan came with the realization that inflation will constantly be on the rise.

Retirement is a difficult way of life compared to the lifestyle now being enjoyed by many employees. Husbands and wives are constantly together for 24 hours a day since many do not know how to use their leisure time. As a result, statistics show alcoholism, divorce, and suicide tend to increase among the retired (Perham, 1980). Health care
and living arrangements are all real issues and needs to be planned for. Saleh (1964) suggested that older individuals may need to look at their goals and needs. They also should be aware of exactly what is in their benefit packages and insurance programs (Arvey and Dewhirt, 1979).

Most companies are now offering preretirement programs. This began with the passage of the 1974 Employee Retirement Income Security Act (ERISA) which requires that employees be kept informed about their benefits (Perham, 1980). A cooperative effort within E. I. duPont de Nemours and Company (DuPont) of several departments have produced three detailed booklets in retirement planning. They offer seminars throughout the year by using the financial, employee benefits, legal, and public affairs departments working together. Along with these booklets, worksheets are used for planning. Much of the planning is done by the employee (Perham, 1980). Some programs emphasize retirement and make it appealing for younger employees. These are usually open to the employee and spouse. The programs show that corporations are taking more responsibility in the area of retirement. The corporation in return expects to get rewards from their efforts among them being high morale, better efficiency, and better community relations.
Chapter 3
CURRENT EMPLOYEES' ASSISTANCE PROGRAMS

Since many times employees cannot leave their personal problems "on the doorstep" industry also suffers the consequences of these problems. As a result many industries have implemented programs to aid their employees. To gather the information needed on these programs, 97 companies were contacted. The response rate was 32 percent with 31 letters and/or program explanations returned. The names and addresses were taken from the *College Placement Annual 1981* published by the College Placement Council, Inc. A target size of companies used was an employment number of approximately 10,000 or more employees. (See Appendix A for the cover letter sent and Appendix B for the companies responding).

Most programs are developed because either management and/or the employees see the need for the implementation. The development may be done through several avenues such as a separate department of a collaboration of several different departments. They may come up with a program and introduce this to both management and labor. Training sessions are implemented to show managers and supervisors what the program entails. An example of this is in Appendix C. This shows a schedule set down by Anchor-Hocking of Lancaster, Ohio, and Fairfield County Mental Health Clinic. When the program is decided on and then the employees are informed. Public relations are important with the target groups being the employees and the community in general since much of the programs use outside agencies in the community. A sample letter sent to the employees of Anchor-Hocking, Lancaster, Ohio, is shown in Appendixes
D and E. Brochures from the Firestone Tire and Rubber Company, Akron, Ohio, examples of the type of publicity needed to get a program off the ground (Appendices F, G, and H). Statistics from Firestone show the wide range of services offered (Tables 1 and 2). These can help to support a criterion of success. Such a criterion could include (1) a reduction in absenteeism, (2) a reduction in tardiness, (3) the number of employees going into treatment program, and (4) an improved job performance as reported by the supervisor (Rostain, 1980). The development of a good EAP takes a long amount of time to be able to see any success or failure with the program.

Table 1

Firestone Employee Assistance Program
Case Load Report

<table>
<thead>
<tr>
<th></th>
<th>12/71 to 10/79</th>
<th>7/80 to 7/80</th>
<th>Totals</th>
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<tbody>
<tr>
<td></td>
<td>(95 months)</td>
<td>(9 months)</td>
<td></td>
</tr>
<tr>
<td><strong>No. or Participants:</strong></td>
<td>4,178</td>
<td>423</td>
<td>4,601</td>
</tr>
<tr>
<td><strong>Relationship to Firestone:</strong></td>
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<td></td>
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<tr>
<td>Employee</td>
<td>2,583</td>
<td>216</td>
<td>2,799</td>
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<tr>
<td>Dependent</td>
<td>1,228</td>
<td>158</td>
<td>1,386</td>
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<tr>
<td>Retiree</td>
<td>248</td>
<td>19</td>
<td>267</td>
</tr>
<tr>
<td>Other</td>
<td>119</td>
<td>30</td>
<td>149</td>
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<tr>
<td><strong>Totals</strong></td>
<td>4,178</td>
<td>423</td>
<td>4,601</td>
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### Table 2

Firestone's New Client Caseload for Fiscal Year 1980

<table>
<thead>
<tr>
<th>Total New Clients</th>
<th>423</th>
<th>Nature of Clients' Problem</th>
<th>423</th>
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<tbody>
<tr>
<td>Employee</td>
<td>216</td>
<td>Alcohol</td>
<td>166</td>
</tr>
<tr>
<td>Dependent</td>
<td>158</td>
<td>Drug</td>
<td>40</td>
</tr>
<tr>
<td>Retired</td>
<td>19</td>
<td>Emotional</td>
<td>15</td>
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<tr>
<td>Other</td>
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<td>Family</td>
<td>78</td>
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<tr>
<td></td>
<td></td>
<td>Marital</td>
<td>101</td>
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<tr>
<td></td>
<td></td>
<td>Personal</td>
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**Client Characteristics**

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<tr>
<th>Age Group (Years)</th>
<th>Male</th>
<th>Female</th>
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<tr>
<td>Less than 18</td>
<td>38</td>
<td>257</td>
</tr>
<tr>
<td>18 - 34</td>
<td>150</td>
<td>105</td>
</tr>
<tr>
<td>35 - 45</td>
<td>105</td>
<td>130</td>
</tr>
<tr>
<td>46 +</td>
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<table>
<thead>
<tr>
<th>Sex</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Male</td>
<td>257</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>166</td>
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<table>
<thead>
<tr>
<th>Type of Work</th>
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<tbody>
<tr>
<td>Blue Collar</td>
<td>177</td>
<td></td>
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<tr>
<td>Office/Clerical</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Managerial</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>187</td>
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<table>
<thead>
<tr>
<th>Company Service</th>
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<tr>
<td>Less than 3 years</td>
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<tr>
<td>4 - 10 years</td>
<td>68</td>
<td></td>
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<tr>
<td>11 - 20 years</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>21 + years</td>
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**Staff Activities**

<table>
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<tr>
<th>Total Client Contacts</th>
<th>3,172</th>
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<tr>
<td>Initial</td>
<td>423</td>
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<tr>
<td>Follow up</td>
<td>2,729</td>
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<tr>
<td>Re-Intake</td>
<td>20</td>
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</table>

Total Clients Monitored 925

The following are summaries of the programs received by various companies. Both in-house programs and the outside agencies are included in the programs currently being used by industry.
In-House Programs

Allis Chalmers; Milwaukee, Wisconsin

A program outline was sent by David Wenzel, an alcohol counselor, describing their "Troubled Employee Program". The purpose of this program is to identify employees with performance problems and provide them with professional counseling and treatment. Counseling, referrals, and treatment are handled in a confidential manner. Health records are maintained by the Medical Director. Referrals can be made by the Medical Directors. Referrals can be made by the immediate supervisor, medical department, Employee Relations Manager, all levels of management, and union representatives. Counselors work with the employees, management and union representatives to coordinate decisions and actions on the overall program.

Allis Chalmers has set up a separate program beyond the other services on drug and alcoholism rehabilitation and treatment. Any chemical dependancy is looked on by the company as treatable. Education and training are being used to bring a realistic view of the dynamics of addiction. Employees and their families are encouraged to take advantage of this program. The focus is on job performance or disruptive behavior and the supervisor then makes the referral. The employee is responsible for complying with the referral or may face dismissal. Employees are not discriminated against because of their using the service. The cost will be absorbed by the group insurance policy. Management has the responsibility to focus on job performance and to develop a working knowledge of chemical dependancy. Referrals can also be done by the employees themselves.
James Ray, Employee Assistance Office Manager, sent a brochure on Budweiser’s EAP. In this program the decision for seeking assistance is left up to the employee. If help is sought they are guaranteed that no record other than the confidential EAP files will be kept and confidentiality is utmost. Referral to the service can be done by the employee, by management, by the union, or by medical referral. Management referral is only done if work performance is not correctable through the usual procedures and this focus is only on the job situation. The union referrals are treated as self referrals but no information on the client leaves the EAP office. Medical referrals are done if a health problem if related to a personal problem. No medical records are kept regarding the referral. Problems handled by the service include alcohol and drug abuse, emotional problems (may be referred to outside agency), marriage and family problems, and financial problems. The only information received by management (if they are the source of the referral) is (1) if the appointment was or was not kept, (2) if there is or is not a health problem involved, (3) if the employee has accepted or rejected offers to help, and (4) if the employee requires time away from work for treatment. The cost is not seen by the Anheuser-Busch employees. The company’s group health insurance policy has been broadened to cover to cover both in-patient and out-patient treatment programs. Only services not covered by this company is if the client is referred to an outside agency for marriage counseling or other services not mentioned under the insurance policy. This cost will then be based on the individual’s income.
Johnson Controls; Milwaukee, Wisconsin

The "Systems and Services" program as described by Michele Leske, Human Resources Research, involved both chemical abuse and career counseling. The chemical abuse program uses in-house trained referral agents in the company. Once an individual is identified, he/she is confronted and guided toward an in-patient hospitalization program. A follow up is done on referral basis. The program in career counseling is given in a group setting with a battery of interest inventories and work sheets being used on an individual basis with the individual employee. After completion, the manager interprets the results and with the employee, plans a course of action for which the employee's career could take in their company.

Eaton Corporation; Cleveland, Ohio

Counseling at some of the Eaton plants, according to Samuel Dolinsky, Manager or Management Training, is used as a communications process to substitute for a traditional approach to discipline and is often found in unionized manufacturing facilities. The wallet size cards, provided by Eaton in Figure 1, summarizes what skills a supervisor needs in case of a problem situation related to performance caused by something other than deficiencies in skills or knowledge--namely attitude, emotional difficulties, or motivational stress and related issues. Eaton urges its supervisors to avoid drug, alcohol, family and/or financial counseling. The Employee Relations Manager in each plant handles these. The supervisor is usually the first person on the work sight who may see a problem which may interfere with the employee's work. Eaton sees them as trouble-shooters for the company.
Counseling Skills Reminder

Did You ...

- Show understanding/empathy?
- Defuse any emotionalism.
- Listen actively: repeating key words, phrases, using silence and appropriate questions to clarify and understand fully what was said?
- Respond to handles that the employee brought up? Were you spontaneous?
- Prevent yourself from: Being distracted, interrupting, filling moments of silence, making value judgments or playing other mental games like daydreaming?
- Have dialogue or an interrogation?

Just One More Question ... Did you counsel effectively?

Counseling: The Six Steps

Step 1: Preparation or Pre-counseling.
   a. What is the problem as you see it?
   b. Do the facts support it?
   c. What are your objectives?

Step 2: Making the appropriate approach.
   a. Express awareness of facts as you see them
   b. Seek the employee's explanation or interpretation of facts.

Step 3: Evaluation ... Is it necessary to proceed?

Step 4: Employee's recognition of the problem.

Step 5: Get the employee to accept the responsibility of correcting the problem.

Step 6: Follow up
   a. To assure correction of behavior.
   b. To recognize and offer praise/positive reinforcement for corrected behavior.

Use of Outside Agencies

Anchor Hocking; Lancaster, Ohio

Kenneth Culver, Director of Human Resources Management, described the Anchor Hocking Program as a cooperative effort with an outside mental health service. This program offers assistance to any employee who needs help in dealing with a problem in chemical dependence or mental/emotional problems. Referrals are made by the employee, supervisors, and union representatives. The information gained will not be placed on the employee's record rather the focus by management can only be on the job.
performance and not on the individual's lifestyle. Procedure is as follows: (1) identification, (2) discussion with the employee, (3) confrontation, (4) disciplinary action, (5) referral, and (6) follow up. After referral is made an outside agency is used. If the employee refuses to accept treatment their position may be terminated.

The program was designed by Fairfield County Health Agencies to help industries in the country with a means of handling mental health, chemical abuse, and behavioral-medical problems. The program has two phases: educational and treatment. The educational phase increases plant awareness about problems and the treatment phase helps with referral to the proper agency. Goals of the program include:

1. retaining employees in the company
2. increase knowledge about awareness of the problem
3. provide training to enable management and the unions to deal with problem employees
4. to train an in-plant and the unions to deal with and to become an in-plant coordinator
5. to provide a program of treatment which employees may seek
6. to evaluate the program periodically.

The referral can be done by the employee, management or the union. The plant coordinator has the responsibility to screen all referrals, seek out background information, explain program and options, refers to treatment agencies, keeps a patient referral log and provides feedback to the supervisors. The treatment agencies helps the employees to improve performance and attendance or if that fails they help the employee find alternatives. It is also to provide feedback to the company. The cost is absorbed by the company's insurance policy.

Cutler Hammer; Milwaukee, Wisconsin

This employee counseling program does not exist formally in the
company itself. Avie Waxman stated that a pre-retirement program is available through the personnel department. Chemical addiction counseling is available to the employee on a retainer system. Employees are covered by a medical insurance policy which includes psychotherapy. Needful employees may be covered for therapy in the areas of personal and family problems.

**Deere and Company; Moline, Illinois**

In general, Dr. B. H. Shevick, Medical Director, described their program as involving supervisors trained in early detection and the use of community-based programs and how to refer them for treatment. This usually involves chemical abuse. Other types of mental health counseling and family counseling are generally paid by the health insurance, but no trained counselors in psychotherapy are on the Deere grounds, however, they do have chemical abuse specialists for the employees.

**Firestone Tire and Rubber Company; Akron, Ohio**

Edward L. Johnson, Manager of Firestone's EAP shared that the objective of the program is to retain, help, and aid a valued employee and restore him/her to full productivity. It is based upon early identification of problems and specifies methods to help the employee gain the needed help. The referrals are usually by the supervisor and is based on the employee's job performance. There can also be self referrals. The supervisor does not act as a diagnostician but rather as an avenue to help. The procedure includes the following:

1. acceptance of performance standards
2. by continual observation changes in behavior and work is noted by the supervisor
3. record keeping is on performance, attendance, and behavior
4. discussion of the facts with the employee takes place
(5) if personal problems are causing the trouble, EAP is suggested
(6) EAP office is contacted and details are given
(7) employee is referred
(8) check progress as affecting job performance

The problems are then referred to outside agencies. Those problems handled are chemical dependancies and behavior-medical problems. The costs involved stays within the terms under the insurance and company's policy.

General Tire and Rubber Company; Akron, Ohio

David Mallory of the Employee Training and Development department stated that the program agency wants to provide the company with consultation in setting up EAPs for its employees and their dependants. This outside agency offers their services in dealing with initial screening/evaluation, psychological services, individual, family, and group counseling, follow up and after care. They may develop programs for industry free, train supervisors, education for employees, and help to evaluate the program. The cost of the actual start of the program is prepaid by the employer as a benefit to the employee. This service is a non-profit organization in the Summit County (Ohio) area and is a service that acts just as a consultant. General Tire is still in the process of setting up its EAP.

Kraft, Inc.; Glenview, Illinois

The program which David Strite runs for Kraft, Inc. covers only chemical dependancy. Other behavior-medical problems are referred to outside agencies. Kraft considers chemical dependancy as an illness and will treat it as such. By acknowledging the problem, the employees will not jeopardize their jobs, advancement, or benefits. Cost for the
treatment will be absorbed by the medical insurance. If treatment is not sought or not responded to, disciplinary action may need to be taken even to the point of termination. Members of the employee's family will be encouraged to participate in the program as well. The job or management will be in understanding the dynamics of the illness, encouraging employees to seek help and the only records kept will be medical if necessary.

Xerox Corporation; Rochester, New York

As a personnel consultant in Management Development and Training department of Xerox, Nancy Hessler works in conjunction with the Family Services Association of America. The coverage extends to the dependents of the employees as well as the retirees of Xerox. It provides confidential help for chemical depdendency and may also deal with other family problems. The program contains referral, assessment, and counseling. The referral may also be done by the employee or by management. The cost breakdown is as follows:

100% for up to two diagnostic interviews

80% for up to eight outpatient sessions related to chemical dependancy

100% for inpatient care for chemical dependancy

The responsibility to accept treatment is left up to the employee.
As a person progresses through mid-life several problems can surface. Among these are stress, alcoholism, and career changes. Each may be interrelated in a vicious circle. Understanding how each relates to the next and how the whole transition can snowball is important for an industrial counselor. Not only do these problems occur during mid-life but they may victimize any employee in the company. If a basic understanding can be given to a client, he in turn can learn to help himself or at least to recognize the stress causing the situation. Some people may choose to get out of the possible source of the stress— their jobs. Many times people decide after so long in one type of job, they need a change. This goes along with the reevaluation of goals and values and the reestablishment of them during middle age. Since the goals and aspirations of the individual has changed, it only seems certain that job and career interests have also changed. The total realm of possible uncertainty may then affect the performance of the job and in the long run affects the company. The individual is faced with this dilemma and thus completes the circle.

Understanding the dynamics of being at the middle life transition is an essential element in designing the pattern of techniques that may be useful for the client. There are many theories of development involving any stage of that development. The knowledge of these developmental concepts will help to explain to the counselor the reason why a client may be acting the way he is. Expectations of a middle aged person can
be made more realistically when made based on the information and helps the counselor gain more insight on the situation. The self concept of a person is at the core of any problem. With the reevaluation of identity in middle age the self concept changes. Other issues as well affect this change which a counselor needs to understand. Issues such as family, job, and marriage satisfaction are the foremost on the mind of the middle age male. In most cases, the main issue concerns the job or the occupation. Due to his socialization the male's life many times centers around his occupation and when dissatisfaction occurs in the job, this tends to be reflected in other areas of his life.

The subject of job satisfaction is still a debatable issue in the field of management. Many experts see a controversy arising on which of the factors have the most impact on the subject of satisfaction. Some writers have centered on the influences caused only by those within the job while others concentrate on the factors outside the job.

Since this study was mainly aimed at the white, middle class male it cannot easily be applied to other socioeconomic groups. The values of the white collar and the blue collar workers are different from each other which results in different aspiration levels and goals. These goals may not always correspond with each other because of the different backgrounds and experiences. This application of findings of this sample not only concerns the type of workers they may be but also they belong to minorities. These open possibilities of conflict that may in turn affect job satisfaction since the job itself may be designed with the white culture in mind. However, the end result in dissatisfaction is usually related to stress in whatever socioeconomic group one belongs to.
A question arises whether the discipline of the writer of the literature has an effect on the policies management follows. Many of the articles are written by behavioralists rather than the people directly involved with business or industry and its workers. This has led management to take their suggestions only for some of the programs to fail in the implemented plans.

All of the disciplines involved (counseling, industrial science, and family studies) are just beginning to emphasize the effects of their primary concerns may have on each other. In an industrial age with the striving for increased mechanization some of the humanististic side of the occupation has been lost. Big business is now realizing how important not only it is to consider the productivity of the person as well as how they can help the worker as a person. This can be seen in the form of more benefits and policies for the employees. Companies also have their own consultants and counselors for their employees to use.

Knowing how marriage affects the job and vice versa is not only important to management but also to the family. Since the occupation is the prime source of income the relationship can be better understood when one realizes the possible effects it has on the person. Information about the transition and the occupation may help the spouse to understand why her husband may act the way he does, what his mood may be, or why a certain attitude may be held. This can add to the relationship of the couple in a positive way.

A contingency study of how individual problems affect the workplace and the family could be done to show how all the factors fit together in a clearer picture rather than having to take one finding and
generalize the idea to the point where it can be tied to another area. This may involve a longitudinal case study comprising of a number of couples in similar industrial site (such as the various oil companies), each site having their own sample. The would be impractical with the existing economic situation due to the time and expense needed in such a study. The statistical information given by such a study could be very effective in aiding an EAP staff to convince an employer of the need for such a service.

Knowing the family situation may not always be sufficient. enough to know what may be occurring in a client's life. A counselor must be able to gain sight on the whole picture as well as the parts to be able to design the proper treatment for the employee. Career planning becomes an essential part of the employee's life. When this occurs the person needs information to help formulate a plan that would best fill their needs and help provide more satisfaction in their lives. Career counseling would be a real possibility for the company counselor. More than likely they will try to keep that employee in the company so the company must then allow for advancement through job enrichment or in position. Good management programs will benefit the company as well as the individual.

A counselor must also address the issue of confidentiality. In a workplace, this is a real concern of the employee. Some feel that if by using the service the chances for advancement or attainment of certain benefits may be hampered. In one study by Kurzman and Akabus (1981), 76 percent of the sample companies reported that confidentiality was not a problem. A counselor must explain what records will be kept, who will
see them, and the expectations of the company clearly so the individual will understand this service is a benefit rather than a punishment.

As well as the counselor knowing the entire situation, the place of employment should be aware of what can occur in a person's life. This, however, is an idealistic statement. The average supervisor has either climbed through the ranks of the organization or has come through a management program in a college/university or the company's own program. If this is the case, the approach to the employee by management will likely be in terms of productivity. With the possible loss of humanism by management, an employee assistance program needs to work with management and not interfere with the industry's functioning. It also should fit the needs of the company as well as the individual's. There is a definite need to have the support of management for such a program. Since the majority of a person's life is spent on the job it would only seem logical to have these services in industry. Support of such a program may be seen by industry as a way to save money but to do this an EAP staff must be top-notch, well organized, and well trained. The staff needs to be a model as well as a resource, counselors as well as consultants. An Employee Assistance Program may help an individual close the gap between his job and his homelife by understanding how each of these faces of his life intertwines.
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**Other Sources**

Appendices
Appendix A

Copy of Letter Sent to Sample Companies

162 A Bartlett Hall
University of Northern Iowa
Cedar Falls, IA 50613

Dear Director:

I am a graduate student in counseling at the University of Northern Iowa and am writing a Masters paper entitled "Helping and Understanding the White-Collar, Middle Aged Male in the Industrial Setting." Your company was recommended to me as having a possible employee counseling program.

As part of my research I am looking at current counseling programs which may be offered to an employee by the company, corporation, or industry. If possible could you please send me any information on programs in training and development, career counseling, chemical addiction, and/or family counseling which you may offer to your employees.

I would be happy to share with you a copy of my research for your review. I would appreciate any help, information or advice which you feel may be beneficial to my research.

Thank you for your time and assistance.

Sincerely,

Trina E. Eitland
### Appendix B

**Companies Receiving Letter in Appendix A**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Form of Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allied Chemical Corporation</td>
<td>Letter of explanation</td>
</tr>
<tr>
<td>Allis Chalmers</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Anchor Hocking, Corporation</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Arvin Industries, Inc.</td>
<td>Letter</td>
</tr>
<tr>
<td>Ball Corporation</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Borg-Warner</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Carborundum Company</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>JI Case Company</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Chemical Bank</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>Cincinnati Bell, Inc.</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>Coastal Corporation</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>Clorox Company</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>Commonwealth Edison</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>Cummings Engines Company</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Cutler Hammer (Eaton)</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Deere and Company</td>
<td>Letter</td>
</tr>
<tr>
<td>Eaton Corporation</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>Firestone Tire and Rubber Co.</td>
<td>Letter, brochures, script</td>
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<td>Letter</td>
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<td>Gould, Inc.</td>
<td>Letter and brochure</td>
</tr>
<tr>
<td>IBM, Corporation</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>Johnson Controls</td>
<td>Letter and company policy</td>
</tr>
<tr>
<td>Keebler Company</td>
<td>Letter</td>
</tr>
<tr>
<td>Kraft, Inc.</td>
<td>Letter--no program</td>
</tr>
<tr>
<td>McDermott, Inc.</td>
<td>Letter and article</td>
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<td>Motorola</td>
<td>Letter--no program</td>
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<td>Northwestern Bell</td>
<td>Letter</td>
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<td>Procter and Gamble</td>
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<tr>
<td>Xerox Corporation</td>
<td>Letter</td>
</tr>
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Appendix C

The Special Health Services Program
Anchor Hocking and Fairfield Mental Health Clinic

Training & Installation Schedule
Shipping & Warehousing, Plants #1 & #42

Overview of Program to Union Officers & Committeemen
Friday, April 11, 1980 1:00 - 3:00 P.M.
Monday, " 14, " 1:00 - 3:00 P.M.
Monday, " 14, " 3:00 - 5:00 P.M.

Training Session #1 to Union Officers & Committeemen and Work Area Management Leaders
Friday, April 25, 1980 11:30 - 3:00 P.M.
Monday, April 28, 1980 11:30 - 7:00 P.M.

Training Session #2 (For the same people as Training Session #1)
Date and times are not set as yet. Length of session will be about 1 hour.

Kick-Off and Official Starting Date
Week of April 21-25, 1980 a letter be sent to all employees.

Plant Awareness Program
April 28 to May 24
Each of these 4 weeks we shall concentrate on each of one of the 4 service agencies of Special Health Services

Trainers will be Dan Lloyd and Mary Reed of Special Health Services of Fairfield County
Sample Letter Sent to Employees

Anchor Hocking

109 North Broad Street
Lancaster, Ohio 43130

May 27, 1980

Dear Employee:

This letter is being mailed to your home to introduce to you and your family a Health Services Program that is operated by professionals and is offered as an aid to any employee working in our shipping and warehouse departments who may desire to participate.

The Health Services Program offers to assist any employee who feels he needs help to effectively deal with a problem of alcoholism, drugs or other serious mental/emotional health concerns. Although this program is sponsored by your company and your union for the purpose of rehabilitating an individual who can no longer effectively serve his or her family, company or community, we would like to stress again that the employee is counseled by only doctors and professionally trained non-company lay people.

Chuck Fisher at Plant #42 will be the Program Coordinator and will assist in employee referral. However, because of the extreme personal nature of these type of problems, a high degree of extreme secrecy is pledged by management. Only on a need-to-know basis will even the supervisor be aware that a professional contact has been made.

Check your bulletin boards for more information on this new program. Please read the attached enclosure which explains the program in greater detail.

Sincerely,

Consumer, Industrial and Specialty Products Divisions

Harry Lisk, Manager

Shipping and Warehousing
Plants #1 and #42
Appendix E

ANCHOR HOCKING CORPORATION

Shipping & Warehousing Department, Plants #1 & #42

SPECIAL HEALTH SERVICE PROGRAM

Mental health, alcoholism, drug misuse, and related behavioral problems, like any illness, are of vital concern to both management and organized labor. We must provide the atmosphere, working relationships, and working conditions that are conducive to the timely identification and treatment of those needing help. Our official policy statement follows:

1. The primary concern will be limited to the effect of mental health problems, alcohol, other drug use, or related problems on the employee's job performance and/or attendance. What an employee chooses to do or not to do socially will be his or her personal and private concern.

2. The Company and Union(s) recognize that mental health problems, alcoholism, other drug use, and related problems are illnesses for which there is effective treatment. These illnesses manifest themselves when they definitely and repeatedly interfere with an employee's job performance and/or attendance.

3. An employee having any of these illnesses will receive the same careful consideration and offer of treatment as he would with any other illness. No social stigma will be attached. All managers and supervisors will implement this policy and assure that no employee will have his job security or promotional opportunities jeopardized by his request for diagnosis and treatment.

4. Neither the supervisor nor union representative will act as diagnosticians. Referral for diagnosis and treatment will be made to the appropriate agency through the Special Health Service Coordinator, telephone number 687-2188, and will be based strictly on unsatisfactory job performance and/or absenteeism. Every effort will be made to identify early deteriorating job performance which may be caused by these illnesses, and to encourage and assist the employee in obtaining immediate help.

5. The employee will be responsible for complying and cooperating in the prescribed therapy. If he or she refuses to accept diagnosis or treatment, or fails to respond to treatment, the situation will be handled in the same manner as would any other problem of deteriorating job performance.

6. The medical/personnel records of employees entering treatment will be handled in the same confidential manner of those of any employee with any illness.

7. Implementation of the policy will not require deviation from the standard administrative practices applicable to the job performance requirements and will be consistent with the content of existing collective bargaining agreements.

Management Rep. Chairman Local #578 Chairman Local #25
Appendix F

Brochure from Firestone Tire and Rubber Company

Firestone Employee Assistance Program

Symptoms of?

Learn to observe changes in behavior! Get help!
STATEMENT OF POLICY:
EMPLOYEE ASSISTANCE PROGRAM

1. Behavioral/medical problems, including the unique diseases, alcoholism and druggism, are recognized as preventable and treatable illnesses.

2. The company's legitimate concern with alcoholism is limited to its effects on absenteeism and work performance, not social drinking.

3. Improved work performance to an acceptable standard is the basis for continued employment.

4. The decision to undergo treatment is the responsibility of the employee.

5. The decision to seek treatment will not be detrimental to job security.

6. Training sessions will be provided for all management and supervisory personnel, and for union personnel, if requested.

7. Information and education on alcoholism and druggism will be provided to all employees.

8. The objective of the program is to retain, help and aid valued employees, and restore them to full productivity.

9. Nothing in this statement of policy is to be interpreted as constituting any waiver of management's responsibility to maintain discipline or the right to invoke disciplinary measures in the case of misconduct which may result from or be associated with the use of alcohol or drugs.