

THE ADOPTION OF FAMILY-FRIENDLY
HRM POLICIES.
COMPETING FOR SCARCE RESOURCES IN THE
LABOR MARKET

Steven Poelmans*
M^a Nuria Chinchilla*

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* Professors of Organizational Behavior, IESE

Research Division
IESE
University of Navarra
Av. Pearson, 21
08034 Barcelona - Spain

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Abstract

In this research paper we present three consecutive studies exploring family-friendly policies and culture in Spanish organizations. In a first study based on a representative sample of 135 organizations we looked at the reasons why firms decide to adopt these policies. In a second study we collected examples and arguments by interviewing the human resource managers of the top 20 firms. Lastly, for four of these companies we were able to contrast employee perceptions with human resource managers' opinions. Results and implications for policy and research are discussed.

THE ADOPTION OF FAMILY-FRIENDLY HRM POLICIES. COMPETING FOR SCARCE RESOURCES IN THE LABOR MARKET¹

I. Introduction

1. Context

Over the past two decades we have witnessed what is undoubtedly one of the most important socio-demographic changes in the labor force in the postindustrial era. For the first time, women have entered the labor force on a massive scale. Women – now totaling 191 million in the European Community – constitute 51.2% of the population (European Commission, 1997). Women's labor force participation has increased tremendously, although considerable variations exist across member states. In 1993, participation rates varied between 42.8% in Spain and 78.3% in Denmark. While in some Nordic countries (Finland and Sweden) this rate is declining in comparison with 1983, in most countries the trend is clearly one of increasing participation, with Spain as one of the countries with the highest growth rates (28.92%) (European Commission, 1997). This number is still growing. Recent data (EPA, 2000) have shown that in the last year (year 2000) 250,000 women entered the Spanish labor market, an increase of 5%. The female activity rate is now 52%. Women are also becoming increasingly active in starting up and running their own business. The European Observatory for SMEs' *Fourth Annual Report* indicated that up to 30% of all enterprises across the member states are managed by women and approximately a third of all new enterprises are started by women (1996, p. 330).

At the same time we see a number of trends that have an important impact on families. First, the pursuit of higher education by women, the increasing equity in employment opportunities and the tendency of professional women to marry professional men has resulted in the fact that there are now more dual earner families than traditional one-earner families (Lewis & Lewis, 1996; Zedeck, 1992). Second, single-parent families are no longer a marginal group. Between 1960 and 1995, the rate of marriages declined by almost a third, from about 8 to 5.1 marriages per 1000 population, while the rate of divorce almost doubled, from 0.54 to 0.81 per 1000 population. This has resulted in a large increase of single-parent families from about 6% to 15% (Eurostat 1997). It is clear that many business organizations have not followed these trends in the labor force, as they tend to favor single earners, and hardly take into account that people have families and in many cases a working spouse.

¹ We would like to thank the Research Department at IESE for financing this study. The data for this study were collected for the IESE Family Friendly Employer Index (IFREI), an initiative of Professors Nuria Chinchilla, Steven Poelmans, and Pablo Cardona. We thank Professor Pedro Videla for his useful suggestions.

One of the consequences of this socio-demographic shift² is an increase in work-family conflict. This is not only for working women, who continue to bear the main responsibility for taking care of the family even in the countries with the most ideological commitment to gender equality, but also for men, who are increasingly involved in family work (Lewis *et al.*, 1998). This conflict is even more acute for managerial couples, i.e. couples of which one or both members have managerial responsibilities. Moreover, issues faced by dual career couples are exacerbated by current employment trends in Europe including job intensification and shifting psychological contracts (Lewis and Cooper, 1999). Higgins & Duxbury (1992) studied differences in work-family conflict between men in dual-earner families and men in traditional families. The former experience a significant negative spillover. According to the authors, the cause is a lack of structural flexibility at work. Shellenberger (1992) states that, unless solutions are found for work-family problems, companies will be confronted with increasing costs in terms of decreasing productivity, lower quality of life, loss of employees, and employees that become more demanding. And although employees expect companies and the government to take initiatives, employers still do not consider work-family conflicts as their responsibility (Burden & Googins, 1987; Fernandez, 1986).

In the last few decades scholars working in diverse research disciplines like psychology, sociology, organizational behavior and management have studied work-family conflict. They have accumulated ample evidence that work-family conflict is an important and pervasive phenomenon with unfavorable consequences, such as stress, job dissatisfaction, lowered performance and commitment, and turnover.

Consequently, recent research has focused on ways to prevent work-family conflict in companies. This is becoming an increasingly pressing problem in the era of fierce competition for scarce labor, because, given a choice, an individual will prefer an employer that respects his or her integrity and family. It should not surprise us that especially companies competing on the labor market are increasingly adopting family-supportive programs in their effort to retain and commit valuable professionals and managers. American and Canadian companies have been experimenting with – and implementing – family-supportive programs on a large scale in their home countries. In Europe the issues are similar but the context differs somewhat. In some European states the work-family balance has been regarded as a public rather than a private concern, underpinning the public provision of childcare and parental leave rights. Other European governments are more similar to North America in regarding childcare and other family issues as private concerns, but have had to comply with European Union Directives on minimum standards of, for example, parental leave and rights for part-time workers. Despite this emphasis on the responsibilities of governments, it is increasingly recognized in Europe that corporations also have an important role to play in reducing work-family conflict, and family supportive employment policies are growing here, as elsewhere (Lewis & Cooper, 1995).

Since the economic and monetary unification of Europe, the mobility of European managers and professionals has undoubtedly increased, resulting in more expatriations and hours spent traveling. This in turn can be expected to have an important impact on the work-family balance. This mobility is expected to be much more problematic than the mobility in the United States and Canada, because of the multitude of European languages and cultures. There is a great need for empirical research that could serve as a basis for broadening theory

² For more details about the legal and cultural context, see Exhibit 1: Spain - Relevant social and cultural context.

on work-family conflict, which is largely based on Anglo-Saxon data, mostly collected in the United States and Canada. There is a need to bring together European and North American research on this topic as a necessary basis to inspire managerial practice aimed at the development, implementation and evaluation of company policies. These in turn can alleviate work-family conflict, thus improving individual and organizational performance in Europe and beyond. A phenomenon that complicates cross-European research is the wide variety in legislation in the different countries, as there are different responses to EU imperatives. But this can also be seen as an opportunity, for instance, to see which legal incentives have an enabling effect on combining work and family and which do not.

Although there are several reasons why we can expect work-family conflict to be an even more pressing problem in Spain than in some other European countries, Spanish research is even scarcer, if not completely lacking. Work-family conflict is especially relevant in Spain, because there are several circumstances which, in combination, intensify work-family conflict. First, as I already mentioned, Spain has one of the highest growth rates of female participation in the labor force. In a relatively short period, Spain has joined other European countries with participation rates over 50%. Second, working hours are typically from “nine till eight”, with a long lunch break between two and four. This makes it particularly difficult to harmonize work and family. These atypical working hours result in long working hours. In a recent study involving more than 20 countries world-wide (CISMS, the Collaborative International Study on Managerial Stress), we found that Spanish managers work an average of 52 hours a week, the longest workweek in the whole sample (Poelmans, Chinchilla & Cardona, 1999). Third, the family continues to be an important institution in Spanish society, as in most Latin and South European countries.

The negative effects of this societal trend can be compared with the large-scale ecological problems that have emerged in the last few decades. It was only with increasing institutional and societal pressure that firms started addressing the negative impact they were having on the natural environment and that we have seen increasing efforts to reduce pollution. Similarly, companies do not seem to be aware of the destructive effects that increasing workloads and levels of stress are having on the human ecology (inside and outside the firm). Scholars studying work-family conflict have clearly documented the spillover effect, that is, the effect of work stress spilling over to the family and causing problems like stress, divorce, low birth rates, parents spending few hours per day with their children, leaving their education in the hands of their grandparents, television, neighbors, kindergarten teachers, baby-sits or nannies, authority problems with children, school problems – that is, if couples decide to have children at all. Because it is clear that, in general, when confronted with a conflict, people tend to give priority to work, which has stronger structures, rules, and incentives to comply with. Family time is downgraded to recuperation time, time in which to recover from stress at work and get ready for another working day. In the case of work-family conflict and stress, the outlook is worse than in the case of ecology. Because we can observe a negative learning cycle in which employees are selected for promotion on the basis of long working hours and unconditional commitment to the firm. This selection process in turn creates a layer of middle and top managers who demand the same type of dedication from their subordinates.

2. Purpose of the study

The context we have just described calls for action. The purpose of this study is to gain insight into the measures that Spanish companies are taking to address conflicts between work and family; to study relationships with antecedents and consequences of work/family

policies, programs and culture; and to identify the organizational actors involved. This means that not only shall we list family-friendly practices and policies, but also probe the motives and actors behind the implementation of these actions, and some consequences.

To avoid confusion we shall briefly define policies, programs, and culture. Work-family policies are separate HR policies, such as flexible working hours, which may or may not have been implemented with the objective of facilitating the reconciliation of work and family, but which are recognized in the literature as having a positive influence. A work/family program is a program set up with the explicit objective of creating a family-friendly environment. It bundles and communicates company-wide a set of policies, and assigns responsibilities in the firm for the matter. A family-friendly culture refers to more tacit or informal practices and customs which may have an indirect, but nevertheless important impact on employees' experience of the firm as being genuinely family-friendly, such as managerial support for balancing work and family.

Below we report the results of three studies. Study 1 is a quantitative study, collecting factual data from human resource managers on family-friendly policies, programs, and culture in 135 Spanish firms³. Study 2 is a qualitative study among the human resource managers of 15 of the top 20 firms in terms of family-friendliness, describing in more detail best practices and examples of employees enjoying these policies. Study 3 is a quantitative study among the employees of 4 of the 15 firms mentioned above, collecting data on employees' perceptions regarding the company's family-friendliness, their experience of work-family conflict, and their plans to leave or stay with the company. Whereas Study 1 and 2 give the point of view of the human resource manager, Study 3 allows us to compare this perspective with employee perceptions.

The paper is divided into three sections. First, we describe the method used to collect and process our data. Second, we present the results of our study, describing the sample, listing the policies and practices (illustrating them with best practices), and analyzing the antecedent factors and organizational actors associated with the implementation of these policies. Third, we discuss the results, propose a model to evolve from a family-hostile to a family-friendly company, point out the limitations of the study, and make suggestions for future research. In each of the three sections we will deal with Studies 1, 2 and 3 in sequence.

II. Method

1. Sample

Study 1

Data were collected from a survey of 1530 human resource managers of companies operating in Spain. The database was constructed one year before and updated by telephone interviews. The sample was drawn from the Dun & Bradstreet database, containing 250,000 Spanish firms – including foreign owned firms. Only medium and large firms with more than a hundred employees were included. Holding companies were excluded. Within these criteria, the firms were selected to represent all major industries, with the exception of agriculture, fishery and mining.

³ This study is described in detail in Poelmans, S. (2001). A multi-level, multi-method study of work-family conflict. A managerial perspective. Doctoral dissertation, IESE Business School, University of Navarra.

In total, 135 questionnaires were returned, representing a response rate of 9%. To make sure that this sample was not biased, the variance in the dependent variable was checked. The sample contains a good distribution of companies in terms of presence of work-family policies and practices. Table 1 gives an overview of sample characteristics. We have a wide distribution in terms of sectors (see Table 2). The sectors represented most strongly are Chemicals / oil / gas / rubber / plastics (10.7%), food / drinks / smoking products (10.7%), car industry (9.9%), processing and production of metal / metal products (8.4%), distribution / logistics (6.1%), banking / finance / insurance (5.3%), other services to companies (5.3%), and the electronics industry (5.3%). In terms of size of the firm, there is a good distribution between 500 or less employees (43%), between 501 and 1000 employees (19%), between 1001 and 5000 employees (35%), and more than 5001 employees (3%) (Figure 1). Figures 1 and 2 give more details about the distribution of the sample over different categories: organizational size and percentage of female employees.

Study 2

By constructing an overall score (see below) reflecting the presence of work/family policies and / or a work/family program, we were able to identify a series of firms that clearly stand out as pioneers. Fifteen of the firms ranked in the top 20 were studied in more detail. Table 3 in the Appendix gives more details about the firms. We interviewed the human resource manager personally for one hour in his or her office. In these interviews we probed for exemplary or innovative practices that could serve as illustrations or best practices.

Study 3

Four companies (with a total of 105 employees) of the fifteen we mentioned in Study 2 participated on a voluntary basis in a follow-up study. Three were subsidiaries of foreign multinationals and one was a Spanish company. We should point out that since these four companies participated on a voluntary basis, this sample is obviously not representative, neither for the average Spanish firm nor for the 15 pioneering firms.

2. Measures

Study 1

The questionnaire contained questions concerning the presence of work/family policies (first part), a family-friendly culture (second part), a work/family program (third part), a series of company and labor force characteristics, and particular human resource practices (fourth part), and company and respondent data (fifth part). Whereas the authors selected the questions in the first three parts, the questions in the fourth part were drawn from the Osterman (1995) study.

The dependent variable – the adoption of a work/family program – was measured in different ways. First, by adding up and weighing six different HRM policies (WFPOLICY): 1) flexible working time, 2) leave arrangements, 3) childcare facilities, 4) virtual office facilities, 5) assessment and coaching, and 6) training and development. Each of these policies consist of a series of practices that are measured on a three-point scale (not present, present for some employees, present for all employees). Chronbach alphas were respectively 1) 0.68, 2) 0.72, 3) 0.66, 4) 0.64, 5) 0.76, and 6) 0.77. The overall alpha was 0.86.

Let us now describe these policies and practices in more detail. Basically, we can group the six types of policies in four broad categories. The first category can be summarized as “flexibility policies”. They basically give the employee discretion to decide when and where to work. The reasoning is simple: both work and family demand time and energy. These demands do not follow a strict schedule of x hours a day, between y and $y+a$, z days a week, in one specific place A . Both work and family demands tend to fluctuate with time: seasonal highs and lows, life stage, career stage and unexpected events. In many sectors and jobs, time and presence are no longer relevant criteria for evaluation and pay. Objectives and results are. So strict working schedules and controls of working time and presence are replaced by flexible schedules, self-control and evaluation on the basis of objectives. The boundaries between work and family can be made more flexible on a daily, weekly, or yearly basis, allowing a space of a few hours, half a day, or several months to adapt work to family demands. The employee can take short (half an hour) or long (a year) periods of absence from work to meet family demands, on a regular or occasional basis; she can work at the office, at home, or in a tele-office, all depending on needs. Tables 4, 5 and 6 give a detailed overview of flexibility arrangements, leave arrangements, and virtual office arrangements, respectively. Examples are flexible working hours, part-time work, short periods of unpaid leave, maternity/paternity leave beyond the legal minimum, or work at home.

A second category of policies can be called “services”. This category contains different types of services that reduce the workload the employee has outside the organization. The reasoning here is simple: The lower the workload outside the organization, the less worried the employee will be, and the more he will be available for work responsibilities. Examples are childcare, eldercare, and household chores, such as laundry and shopping. Table 7 gives a detailed overview of childcare and eldercare arrangements.

Third, there is a category we could call “professional support”. The previous policies are aimed primarily at reducing what has been called “time-based” work-family conflict, i.e. work robbing family time and vice versa. This third category also takes into account “strain-based” work-family conflict, i.e. strain, fatigue, and worries spilling over between work and family. Even if work and family time are perfectly adapted to each other in terms of timing, specific stressful jobs can lead to a spillover of stress from work to family. There is ample evidence that work stress is one of the most important causes of conflicts between work and family. A stressed employee is generally more irritable, rigid or tired. For many employees home is a place where batteries can be charged to be ready for another day of hard work. The problem is that the family also has to suffer the negative consequences. Conversely, temporary changes in the family (birth, spouse’s job loss or change of employer, divorce, etc.) can lead to a spillover of stress from family to work. In order to reduce “strain-based” work-family conflict, one needs either to adapt the job (e.g. adapt workload or responsibilities) or adapt the person, i.e. give the employee the skills to deal with stress. Examples of how work can be adapted in search for a better fit are job adaptation, rotation or mutation (see Table 8). Another way of dealing with work/family problems is to offer training. However, training is controversial. Some would argue that training people means that the company takes a more preventive stance, because it gives the individual employee the skills to cope with stress, conflicts, time pressure, and newly acquired family responsibilities. Others would argue that training by itself is not enough, because it basically ignores the root causes of the problem. To certain employees offering stress management training can be even an act of cynicism, if at the same time their workload is increased, e.g. after recent restructuring. Table 9 gives a more detailed overview of possible courses: prenatal and parenting courses, courses that teach employees to deal with stress and conflicts at work and at home, and time management courses. In order to be able to adapt the job in line with a changing private situation, the company needs to have a systematic way to detect,

address and follow up these changes. This is why counseling is an essential part of a work/family policy. There are different types of counseling for different types of problems (see Table 10): career counseling, social-psychological counseling, legal / financial counseling and expatriate counseling.

Fourth, we can distinguish fringe benefits that basically consist of insurance or different types of material support that can assist employees with family responsibilities. Examples are health insurance for spouse and children, or the use of a company credit card for the purchase of gasoline for transport outside working hours. Table 11 gives some examples.

Above we have described the policies we asked about in our questionnaire. In the second part of the questionnaire we asked a series of questions to assess certain tangent human resource policies and characteristics of the company culture that may influence the family-friendliness of the company. Factor analysis of these questions revealed two sets: a set of family-friendly practices and characteristics, and a set of family-hostile ones. The family-friendly set contains characteristics like personalized evaluation, coaching, employability, respect for the family as a company value, the presence of an equal opportunities policy, the presence of practices encouraging the entry and promotion of women in the firm, and "turn out the lights", referring to the fact that the company requires employees to stop working at a certain time. The family-hostile set contains characteristics like an "up or out" culture, the lack of career plateau possibilities, the presence of multinational careers, a workaholic culture, and the fact that the company forces the employees to invest in company-specific skills. Chronbach alpha of these measures were 0.69 and 0.57, respectively. Given their limited reliability, we will limit the use of this measure in this study.

In the third part of the questionnaire, we explicitly asked whether the company implemented a work/family program, what stage of implementation it was at, and what actions had been taken to communicate and implement the program. Chronbach alpha of this measure was 0.72. In this study we have used an aggregate measure based on these two measures (WFP = WFPOLICY + WFPROGRAM). The alpha of the combined measure is 0.88.

In the fourth part we measured a series of variables we expected to be associated with the implementation of family-friendly policies and programs. A first variable is the percentage of women in the labor force (FEMALE). This variable was measured with a 6-point scale referring to six categories ranging between 1 = less than 10% and 6 = more than 90%. A second variable, "workforce problems", checked to what extent absenteeism, tardiness, turnover, lack of mobility and mutation, recruitment, work-family conflict and stress represented a problem for the firm. This variable was measured with a 5-point scale, from 1 = barely exists to 5 = serious problem. We also asked about the respondent's expectation for the future, how (s)he thought these problems would evolve (FUTURE). Here we used three categories: 1 = fewer difficulties, 2 = same level of difficulties, and 3 = more difficulties. The final measure is a combination of all the aforementioned measures (PROBLEM). A third variable is the existence of internal labor markets (ILM). This was measured with two items, using a 5-point scale (Osterman, 1995). A first item checks to what extent the company gives preference to insiders when filling vacancies, with 1 = no preference and 5 = clear preference for existing employees (LADDER). A second item measures to what extent seniority matters when determining whether an employee should be promoted to fill a vacancy (SENIORITY). We had a third item measuring the presence of a personnel department, but it was dropped from the analysis because of a lack of variation. All the companies that responded had personnel departments. A fourth possible antecedent variable is the existence of a high-commitment work system. This variable was estimated

with four measures (HIGHCOMM). A first measure, proposed by Osterman (1995), is an anchored scale. It is calculated by assigning a value of 100 points to the goal of limiting the growth of wage and benefit costs over the next five years and another 100 points for the goal of obtaining and maintaining a committed and cooperative workforce over the next five years. Dividing the second by the first results in a factor that indicates how much more important is the creation of a high-commitment work system (COMMIT). Another measure probes with a 5-point scale the extent to which employees have discretion in their work (DISCRETION), with 1 = no autonomy and 5 = total autonomy. In a third and fourth question the respondent is asked what percentage of the workforce participates in problem-solving groups (GROUPS) and total quality management (TQM). A fifth variable is the tightness of the labor market for key employees. This variable was measured with a 5-point scale, with 1 = big labor market and 5 = very tight, competitive labor market (TIGHT). A sixth and last variable we hypothesized that could be a factor explaining the implementation of family-friendly policies and practices was the sensitivity of the human resource manager. This variable was scored with an index, combining the gender of the respondent with the fact of whether or not he / she has children, with 1 = male, no children, 2 = female, no children, 3 = male, with children, and 4 = female, with children (SENSITIVITY). His or her power is approximated combining a measure of seniority in the firm, seniority in the function, and presence on the board of directors (POWER). We have called the combined measure of sensitivity and power “impact” (IMPACT). As control variables we included three variables. A first one checks whether or not the company pays above market level (WAGE), a second whether the company provides fringe benefits like health insurance for the spouse and children (BENEFIT). These two variables can be indications that work/family programs are simply a form of rent-sharing. Another control variable is the size of the firm (SIZE), because different authors have shown a relationship between size and the elaboration of personnel rules (Child & Mansfield, 1972) and because bigger companies have economies of scale (Knoke, 1993). Ingram & Simons (1995) and Goodstein (1994) have explicitly shown the link between size and the presence of work/family programs.

Study 2

In Study 2 we used a structured interview format, basically following the structure of the questionnaire used in Study 1, while probing for examples and cases of how exactly these policies were implemented in the firm.

Study 3

The questionnaire that was handed out to the employees contained four different sections. A first section probed the family-friendliness of the corporate culture. We used a different measure than the one used in Study 1. As indicated above, the measure used for HR managers refers to a broad set of HR practices and cultural elements that may enhance or reduce the possibilities of balancing work and family. The measure used for employees is a shortened, 15-item version of Thompson *et al.*'s (1999) measure of work/family climate. It uses 7-point scales, ranging from totally disagree to totally agree. The total score is obtained by summing the scores. This measure puts more emphasis on the (lack of) support of supervisors and colleagues for family-issues. Chronbach alpha was 0.86. A second section listed a limited subset of family-responsible policies mentioned in Study 1. The policies we checked were flexible working hours, freedom to take leave, part-time work, maternity/paternity leave beyond the legally enforced period, leave to take care of sick parents or children, unpaid holidays, flexibility in short leaves, childcare information,

childcare center, financial support for childcare costs, telework, videoconferencing, career assessment, and psychosocial assessment. Respondents were asked to indicate whether this policy was present for all (2 points), some (1 point), or none (zero points) of the employees, and whether they had ever made use of them personally. The total score is obtained by summing the points. Chronbach alpha was 0.75. A third section measured the experience of work-family conflict with a shortened, 9-item version of the Carlson *et al.* (2000) measure. Chronbach alpha was 0.86. We also measured turnover intentions among the employees, using one item: “I’m thinking of leaving my job”. Both work-family conflict and turnover intentions were measured with a five-point scale, ranging from 1 = “totally disagree” to 5 = “totally agree”. A fourth and last section checked a series of variables that may influence the experience of work-family conflict, such as the number of working hours, whether the respondent has a partner who is working (part-time) or not, number of children, and age of the youngest child. We combined the latter three in one measure called “family load”, with respondents with no spouse or a working spouse and more children or younger children receiving higher scores. We also measured the extent to which the respondent receives external support for family chores from others such as parents, a nanny, cleaning lady, babysit, or kindergarten. We called this variable “external support”.

III. Results

In the results section we present findings of both Study 1, 2 and 3. To give a systematic and clear overview of the results, we will treat the different themes of the study in the following order: (1) Policies, (2) programs, (3) culture, (4) triggering factors, (5) involved parties.

1. Policies

Study 1

The most utilized policies and practices are shown in Table 12. Among the top 10 policies we find flexibility in allowing days off (90.1%), company car for private use (76.7%), leave to take care of children (76.3%), part-time work (63.1), career counseling (62.8), flextime (62.6%), leave to take care of sick or disabled children or parents (60.5%), time management courses (55%), counseling for expatriates (48.8%), and maternity leave beyond the legally required period (48.1%). On a second level we find practices like videoconferencing (46.2%), financial counseling (45.7), reduced working hours (43.8%), health insurance for spouses (43.4%), health insurance for children (42.6%), courses on conflict management (42.6%), compensation for transport costs incurred during non-working hours (40.3%), social counseling (39.5%), and unpaid holidays (36.1%). A noteworthy feature of these results is the fact that companies tend to prefer to offer flexibility and leave arrangements, to a lesser extent professional support and benefits, but hardly ever services like childcare. It is one thing to have a few policies, which may or may not have been put in place with the objective of creating a family-friendly workplace. It is quite another thing to have a coherent set of policies that as a whole indicate that the company is making a systematic effort to create a family-friendly workplace. In contrast with the high percentages we mentioned above, only 10% of the companies in our study reported having a coherent set of policies.

Study 2

Let us now study in more detail some of the best practices we found in firms. We will group the examples according to the six categories we mentioned above, and add "benefits" as a seventh category: (a) flexible working time, (b) leave arrangements, (c) childcare facilities, (d) virtual office facilities, (e) assessment and coaching, (f) training and development, and (g) benefits.

a. Flexible working time

The essential element of flexibility arrangements is the discretion the employee has to determine his or her working hours. For instance, IBM has a long tradition of flexible working hours and management by objectives. The HR manager pointed out that, in this constellation, each employee organizes him/herself as he/she likes or can. He/she can arrive at work at ten in the morning without any feeling of shame or guilt. A lot of HR managers would argue that it is impossible to offer such flexibility to all employees. For instance, secretaries or workers in production facilities that are organized in shifts. But several companies reported positive experiences with self-directed work teams, in which workers stand in for one another in case of absence. At INSA, for example, there is a small group of computer operators who work in shifts and in principle have to be present to guarantee availability. But the employees are free to organize themselves in such a way that there is always a minimum number of operators present. An important condition, of course, is that these employees must be polyvalent, or the work they do must be similar, as in the case of job sharing. In Arthur Anderson, project teams are free to plan their work in accordance with the demands of the client, and so can make flexible arrangements among themselves, including long weekends to make up for late nights. Every two weeks employees report the number of hours worked and "overtime hours" are paid by the company.

Typically, the people most likely to work part-time are young mothers in administrative functions who want to devote more time to their children. However, family-friendly companies do not restrict this policy to administrative staff and women only. For instance, at Ernst & Young there are more consultants than secretaries who work part-time. At Nutrexp, there are several men who work part-time. One female manager was allowed a part-time regime so she could accompany her chronically ill child to the hospital each day. Family-friendly companies are also flexible in the percentage work reduction (50%, 65%, 80%) they offer, depending on the specific circumstances of the employee. In most companies a reduction in working time is associated with a proportional reduction in salary. An exception is Gres de Valls, which pays more than the proportional amount in order to make reduced working schedules attractive to its employees, since many who need flexibility to look after their family are reluctant to adopt part-time schedules because of the associated drop in pay.

Job sharing is a practice that is seldom used in companies, although it has some clear advantages. The people who share a job have a much greater degree of flexibility, since one can cover for the other in case of absence. This gives flexibility, mutual support and the possibility of covering long working days. The precondition is that the nature of the job must allow two employees to share overlapping responsibilities, and they must work well together as a team. We found examples of job sharing at IBM, Sony, Gres de Valls, and Arthur Andersen. At IBM some executive assistants do overlapping work which allows them to support top executives who work long days. The HR directors of Sony and Gres de Valls pointed out that most of the part-time jobs cover full-time functions and can thus be

considered as examples of job sharing. These people have to coordinate among each other. At Arthur Andersen there are several part-time employees who share the administration of recruitment.

b. Leave arrangements

In some circumstances a longer time period may be necessary to balance work and family or private demands. For instance, if an employee has a chronically ill child or wants to take an intensive language course in an English speaking country, he/she might want extended leave of several months. The HR manager of Arthur Andersen drew our attention to the fact that in consulting, most work is organized in projects, and this creates the opportunity to permit longer periods of leave. That gives consulting firms a competitive edge as far as this particular family-friendly policy is concerned. Employees have the right to consult their supervisors and take time off to care for children, parents, or their spouse. A special account has been set up for this type of occasions that can be charged for time not worked. A general problem for companies that have this type of "loose" arrangements is that the policy may exist, but employees may be reluctant to use it. We will come back to this point later, when we discuss family-friendly company cultures.

Airtel was one of the first companies in Spain to offer maternity / paternity leave beyond the period required by law. Already two young fathers have used this opportunity to spend an extended period with their recently born babies, a remarkable fact in Spanish culture. Airtel also offers the opportunity to take five days off work to look after a child, whereas the legally enforced number of days is two. Gres de Valls offers two weeks more paid maternity leave than the legal minimum of sixteen weeks. Employees who want to take longer maternity or paternity leave can do so, but without pay. The same goes for all types of leave arrangements. Some companies are inventive in offering flexibility to their employees. At IESE Business School it is possible to take 6 months maternity leave, with the last few months being worked on a part-time basis to equal the legally enforced period of 4 months. At Ernst & Young all employees up to staff level can exchange overtime for holidays or days off.

Louis Vuitton is a good example of a family-friendly company that has developed a series of policies to deal with its workforce, which is more than 90% women, with an average age of 32. When we visited Louis Vuitton there were about 30 women on maternity leave and 30 working in part-time jobs. That is a lot, compared with the total of about 500 employees. Louis Vuitton implemented a particular version of time-off banking for young mothers with babies up till nine months. These mothers have a legally enforced right to one hour off for breastfeeding.

We found an excellent example of giving discretion to employees over their own time schedule at Sony, where employees can access their work schedule via the company intranet and make changes. There is a minimum presence requirement: 09.30 – 13.30 and 15.30 – 17.30. But outside that period, people are free to adapt their schedules to suit themselves. There is the possibility to convert holidays into, for instance, free Friday afternoons. All employees have a calendar showing their holidays. They have direct access to the intranet to put in those free Friday afternoons. As a consequence, some employees have Friday afternoon off almost all year round.

c. Childcare facilities

None of the companies in our study offered an in-company childcare center. Several were studying the possibility, but they reported a broad range of problems: lack of space, lack of a critical number of employees, lack of well-organized childcare centers that could provide services in several cities, problems of equity (how do you compensate childless employees?), or legal problems (who is responsible if a child gets injured in an in-company childcare center?). One HR manager argued that offering childcare is the responsibility of the government, not of the firm. Another HR manager – a mother herself – argued that an employee would never be able to concentrate on her work if she knew that her child was downstairs in the company childcenter. Several HR managers argued that they prefer to offer flexibility and above-average salaries to allow parents to make their own childcare arrangements. It is undoubtedly one of the most controversial and expensive services a company can offer, and one of the first to disappear when companies reduce costs.

But, as we indicated in Table 9, a company does not necessarily have to organize an in-company childcare center to help those of its employees who need to look after family members. Several companies have documentation available for employees looking for a kindergarten. Another type of help is financial. An excellent example is the savings bank Caja General de Ahorros de Granada, which was a finalist in the Social Initiative in Human Resource Management section of the Social Balance Award, with their implementation of the “Optima” program to promote equal opportunities for men and women. Within the Optima program they started the “Caja Solidaria” project, which finances 80% of all costs associated with caring for children (0 – 13 years), parents (+ 70), or sick or disabled family members incurred outside the normal working schedule if the employee cannot care for them him/herself due to work responsibilities. The fund is co-financed by the savings bank (50%) and the employees (50%), who contribute 500 Ptas a month and 300 Ptas extra for each child or dependent parent. The Andalusian Institute for Women (*Instituto Andaluz de la Mujer*) contributed 1.5 million pesetas to the fund. Another example is Airtel, which offers financial support to all employees with children under 4, whether or not the child goes to a kindergarten. At Louis Vuitton there is a social fund financed by the company for a wide range of cultural activities, such as excursions, concerts, the company football team and a choir. From the same fund the company finances summer camps for children of all ages. This is a specific example of childcare, but one that is certainly appreciated by the employees. The same fund will be used to subsidize childcare in a kindergarten that is being built by the local city council in the industrial park where Louis Vuitton is situated.

There are also non-financial initiatives, however, that show the firm’s concern for childcare. At Caja Madrid, all absenteeism due to maternity leave is covered by replacing the absent employees. In this way the company prevents resentment among colleagues who in other circumstances would have had to take on extra workloads. This is not childcare as such, but it certainly is a way to signal that the company does not discourage women from having children – quite the contrary.

d. Virtual office facilities

IBM’s HR manager explicitly linked flexibility and technology, citing IBM’s CEO Gerstner. Gerstner says that, nowadays, business is difficult, clients are demanding, and competition is fierce. There is a lot of stress. What can IBM do for its employees to live more comfortably in this demanding environment? Gerstner’s answer: First, technology and a culture of flexibility. Offer them the most advanced technology to give them maximum

flexibility: a portable computer with all necessary software and hardware so they can work anywhere at any time, thus giving them the choice of when and where to work. And create a culture that supports this flexibility, because if there is no culture, managers will be hostile to employees who leave at four in the afternoon. Second, avoid unnecessary work. Third, distribute work equally among the employees. These last two recommendations clearly refer to avoiding a workaholic culture, which is something we will come back to later.

Several firms in the computer (Insa, IBM) and consulting (Arthur Andersen) industries reported that it is only common sense to equip sales representatives, service personnel and consultants with a laptop, mobile phone and e-mail / intranet facilities. After all, they spend more time at the clients' offices than at their own office. This is where these companies – given the nature of work in these industries – have an advantage over other companies in granting work place flexibility. Telecommuting is still an exception in Spain. In our study, IBM was the only company exploring the possibility of setting up tele-offices around Madrid, like IBM France has done around Paris.

Tools that can really make a difference in terms of time spent traveling and nights spent abroad are videoconferencing and conference calls. At Arthur Andersen “web-casts” via the intranet are quite common. Moreover, IBM’s HR manager argued that given the associated time and cost savings, videoconferencing can give companies a clear competitive advantage. Several firms reported they have videoconferencing equipment available for all employees, but people will have to get more accustomed to it and the equipment will have to become more widely available in the business world before videoconferencing will be used to its full potential. Sony, one of the most family-responsible companies in our study, and a producer of videoconferencing systems, is one of the pioneers in using this equipment. They have 4-5 installations operational and they are used regularly. IBM has webcams in all offices, but conference calls are used much more often than videoconferencing. In most companies we visited these technologies are still used almost exclusively for internal communication. Sony’s HR director argues that for certain types of communication face-to-face contact is still needed – for instance, for supporting or disciplining an employee. In such cases he would still catch a plane.

e. Assessment and coaching

Most companies offer career counseling. But not all of them take into account the private situation of the employee during performance evaluation or promotion interviews. It is evident, though, that unexpected events in one’s personal life can seriously jeopardize the achievement of one’s objectives. At Caja Madrid performance evaluation is decentralized. All managers and supervisors are trained in interviewing and evaluating their subordinates. And they have the final say. That includes taking into account the private situation of subordinates when deciding whether and to what extent they have achieved their objectives. Employees can question appeal unjust judgments before a special committee consisting of members of the HR department and union representatives.

An important implication of assessment and coaching is that it may be necessary to adapt work in search of a better fit. Examples are job adaptation, rotation or mutation (see Table 8). The human resource manager of Nutrexpa cited the case of an employee who was assigned a job in Madrid. He felt comfortable enough to explain to a human resource officer that his wife had diabetes. Given the age of his child, he preferred to live close to his wife’s family in one of the provinces of Spain. He was given several months to get organized and move to his preferred work destination. In this particular case, a lack of confidence on the

part of the employee and a lack of family-orientation on the part of the human resource department would have certainly resulted in a lot of stress and family problems. Another example was given by Arthur Andersen. An employee at the Madrid office had a child that was born with a special disease. The best specialists in this disease were located in the USA. The employee was transferred to the Arthur Andersen office in the relevant town. Both child and parents fared well.

Another type of professional counseling can be offered by specialists (psychologist, social worker, company doctor, lawyer), as is the case in what are known as Employee Assistance Programs (E.A.P.), which exist mainly in the U.S. and the United Kingdom. All Spanish companies have an internal or external medical officer or service, but very few offer medical assistance to members of employees' families (an exception is Arthur Andersen) or specialized counseling to employees. Medical doctors are not trained to address the psychological, social, legal or financial problems that are often the real reason behind absenteeism. At IBM and Caja Madrid this specialized help is "outsourced" but paid by the company. IBM's company doctor refers cases of severe stress or depression to an external expert, who is paid by the company. Gres de Valls have complemented their medical service with a psychologist and a social worker (contracted through the employer's mutual insurance agency but paid for by the company), who are available to help with socio-psychological problems. In the Sony factory there is a social worker dedicated to supporting employees with psychosocial problems. Louis Vuitton has a medical service with a part-time company doctor and a full-time nurse who also has a degree in psychology. She is available for all types of problems, and she reported that the majority of the "medical problems" she treated had some social or psychological basis. She also gives prenatal courses to prepare young mothers for motherhood, and gymnastics and relaxation sessions to prevent back and neck problems, which tend to occur more often in production facilities. Several family-responsible companies such as Nutrexa and Louis Vuitton mentioned that they even support employees with legal problems, paying (part of) the initial consultation fees of a lawyer. Gres de Valls also offers financial support to all employees, such as advances against salary, or company loans at attractive rates. At Arthur Andersen legal and financial advice is free.

f. Training and development

Whereas time management training seems to be widely provided, it is surprising how few companies offer their employees stress management training to address work-family conflicts, especially considering that, as we mentioned above, stress is one of the main causes of (strain-based) work-family conflict. Arthur Andersen and IBM are among the few exceptions. IBM's medical service organized a two-hour course and subsequently a more complete six-hour to help employees understand stress and learn to relax.

g. Fringe benefits

According to the HR manager of Caja Madrid (see Appendix for more details) work/family programs are often protectionism in disguise. Caja Madrid's approach is rather to treat employees as mature adults. This means paying employees well (20% above sector average), so they can pay for childcare themselves. This means offering generous benefits, so employees can work with peace of mind. All employees are covered by an external pension plan, to avoid this benefit being lost when the employee leaves the company. Caja Madrid has one of the most expensive insurances in the world, covering the employee's entire family. For instance, if an employee loses a child, she will be paid her full salary until the child

would have turned eighteen. Caja Madrid's HR manager argues that maybe this type of support for the family is less visible than a childcare center, but its value is much higher: "To me, this is the biggest contribution we can make to reconcile personal and professional life. The biggest that exists and that can ever exist. Everything else is incidental, futile effort, paternalism, or pure show." Fundamentally, Caja Madrid refuses to use "presence-centered" policies to support employees with families.

At Airtel, all employees, married or not, have a private medical insurance paid by the company. To insure their partners, children, and even parents, employees pay a moderate, fixed amount, independent of the age of their family members. Note that Airtel uses the word "partners" rather than "spouses" to avoid discrimination between married and unmarried couples. Louis Vuitton funds a Savings Plan, in which employees can participate, and which allows members to apply for exceptional financial support, for instance in the event of serious illness of a family member.

Study 3

Table 13 compares the scores given by the human resource managers (Study 1) and employees (Study 3) of four firms (W, X, Y and Z). We only report gaps between HR manager and employee opinions if more than 50% of the employees deviate from the HR manager's opinion, which is a very weak criterion. We can see deviations in 21 of 48 cells combining firms and policies. More specifically, we can see that there are more gaps in some firms (W: 6; Y: 8) than in others (X: 4; Z: 2) and that, generally speaking, employees underestimate the presence of family-friendly policies. Further, we can see that, across firms, employees tend to assess the presence of some policies (e.g. flexible working hours, leave to take care of children or parents, company childcare center, stress management training) more realistically than others (e.g. maternity / paternity leave, unpaid holidays, career counseling).

2. Programs

Study 1

Whereas the policies mentioned above (with exception of services) may or may not be implemented with the explicit aim of balancing work and family, a work/family program clearly has this goal. It is a formal systematic effort that is announced and publicly backed by top management, and that is communicated to all employees. It is mostly the result of a slow, political process through which the work/family theme becomes an issue for a specific instance in the company (headquarters, HR department, company doctor, employee representatives, or union). In the end it gets on the agenda of the human resources department or the board of directors. The formalization of the effort sends an unambiguous signal to the employees, which undoubtedly has an effect on the company culture. Except for the formal support of top management, a programmatic approach often starts with a study of needs (see Appendix: Procter & Gamble) and involves employees in identifying points for improvement and suggesting solutions to problems. Most companies that decide to gather data on needs address the issue in their yearly or biannual personnel satisfaction surveys. Often the responsibility for work/family issues is formally assigned to an employee or staff member, and sessions are organized to sensitize and/or train managers and supervisors in dealing with work/family issues. Of the firms that responded to the study, 22% reported to be in the process of implementing a program. This means that about a fifth of the firms has at least put the topic on the agenda of the human resource department or the board of directors.

Study 2

We found examples of programs in place at Hewlett Packard and at Procter & Gamble.

a. Hewlett Packard

HP's Work-life harmony program is part of the company's Diversity program, launched five years ago. According to HP there are other important factors besides salary that influence the satisfaction of the employee. They are based on flexibility: the possibility to take a Friday afternoon off every month, recuperating extra hours; the work schedule flexibility to enter and leave the office or have lunch; and part-time employment for employees that temporarily want to work less hours. HP has also developed other initiatives like a time management course, a health management program, programs for integral health management, and quality management with teamwork for 30-40% of the plant. There is the "Workaholic" program to reorganize time for those employees that work more hours than stipulated, and finally, telecommuting practices in which 40-50% of the employees participate (*Actualidad Económica*, October 29th 2000, p. 97-98).

Hewlett Packard decided to set up their comprehensive work-life harmony program out of a deep concern for creativity and innovation. They consider innovation as a source of competitive advantage in the new economy. But it is not a type of organizational behavior that can be enforced. It can only be nurtured by creating a supportive environment where employees feel encouraged to explore, be inventive and search for the highest quality. At Hewlett Packard, there is a belief that diversity (similarity kills ideas) and flexibility (rigidity kills creativity) are two environmental characteristics that promote innovation. An employee who experiences a genuine respect for his or her person is expected to be more committed and return this respect with dedication.

Hewlett Packard's HR manager distinguishes three stages in people management. In the first stage management is based on Tayloristic principles of organization and productivity, where a person is basically treated as a piece of machinery. In the second stage companies strive to capture the will of the employee – using participation and empowerment – to use him as a means to an end, to achieve results. In the third stage the person is considered as a goal in him or herself. The objective in this third stage is to capture the heart of the employee. "In Hewlett Packard we see an employee as a goal in him or herself, who needs to be listened to, understood, and taken care of. This is why we have implemented policies to promote employability, flexibility, and work-life harmony. Before, the goal was to have a productive employee (first stage) or a motivated employee (second stage). Now our concern is to have a successful employee. And an employee cannot be successful, happy or enjoy life if he / she is successful in only one dimension (work or family), because one dimension does not compensate the other. They are not separate dimensions. Sometimes one thinks about work while at home, and vice versa. They are one. So there must be harmony, one has to feel comfortable in both. They are complementary." According to HP's human resource manager this is more than a philosophical smokescreen to hide a more down-to-earth interest of companies to recruit and retain employees in times of scarcity in the labor market. They are logically linked. Again, creativity and innovation are essential in the new economy, and talented people are scarce. But it is not enough to pay them well. For these talented people to be creative, they need to be treated differently. It is vital that their values fit with those of the firm, and that they have the prospect of growing in a balanced way. It is probably no coincidence that HP has been nominated the most attractive firm to work for in Spain for five years in succession.

b. Procter & Gamble

Procter & Gamble Spain is one of the pioneers in setting up work-family programs. It adopted the global P&G human resources policy in July 1999 to implement a work-family program for its 350 employees. This program is based on the fundamental belief that people are the company's most important asset. Throughout its 170-year history P&G has always been a pioneer in "people systems". As the environment has evolved, it has adopted new personnel policies. An important trend is the growth in the number of women in the workforce. Through its Diversity Program, P&G has been trying to keep up with these developments. P&G's view is that women have the same rights as men. If the need to combine work and family is limiting women's opportunities to develop their abilities, companies must look for ways to make work and family more compatible. If not, they will lose talented women. According to Lorenzo Vinagre, plant manager at P&G Spain, the basic reason for adopting these policies is that, with the changes in society, there has emerged a clear need for a better balance between work and family. And there has to be an answer to every need. In this case the answer is a work-family program. He argues that companies that do not act because there is no legal obligation are mistaken, because they are ignoring their employees' needs. And those needs are changing. To address the issue of balancing work and family, a work/family program was developed.

Procter & Gamble's approach to the development of a family-friendly policy was to start with an assessment of internal needs, look for possible solutions and develop policies that can be applied at a global level, keeping in mind "the most demanding client". Fundamental in the company policy is – although there are a number of formal company-wide policies – to understand the needs of each individual employee and look for a solution to his or her specific situation. A work/family benefit will only be allowed after studying the person's specific situation, and never because it is a "right". The reason for developing a set of policies is to have something more specific and tangible than a set of values and principles, which still leave room for subjectivity in granting more or less flexibility.

A study was made of which other HR policies and benefits were to be maintained (e.g. company health insurance, stock options, right to buy P&G products at reduced prices), or to be reduced in proportion to reduced working hours (e.g. salary). Some policies were immediately applied at European level. Others are being tested in a pilot phase.

In the offices and plants in P&G Europe focus groups were set up to study the specific needs of employees, and specific country policies were developed that partly, though not entirely, follow the global policy. The deployment of the program in Spain started with inputs from Brussels (European head office), the direct line and suggestions of other HR directors in other countries and an analysis of these inputs. A presentation was prepared – an adaptation of a standard presentation prepared by the head office – and presented to the management team (n=7) and afterwards to all middle managers (n=34) in Spain, assistants and technical supports. In a second phase the program was presented by the middle managers to their teams in their department. Dossiers were developed and distributed among the employees to explain the policies in detail (see Appendix). The intranet contains a more detailed version of the information offered in the dossier, with the explanations of the policies, who can access the policies, and what the conditions are. The policies are:

Policies that were applied immediately:

- Flexible working hours: No control of working hours, flexibility to start between 7 a.m. and 9.30 a.m., obligatory eight hours per day, and half an hour lunch break.
- Reduced working hours: Working fewer hours per day or per week for less salary.
- Maternity and paternity leave beyond legally enforced period.
- Compensation of salary lost because of maternity leave.
- Sabbatical: 3 months unpaid leave every 7 years for employees with at least 5 years seniority.
- Financial compensation of childcare costs.
- Leave to take care of dependent parents or children.

Policies that were evaluated during a pilot phase:

- Job sharing
- A maximum of 50% work from home, and provision of a tele-office (fax, telephone, internet connection) at home. Company restriction: If the employee has children, they have to be in the kindergarten or at school.
- Compressed working week. Legal restriction: There has to be a minimum of 12 hours between the end of one working day and the beginning of the next.

The initiative is to be taken by the employee who has a certain need or the direct supervisor if he/she sees that the employee needs a change. But the employee has to take the decision. Together they draw up a plan that is evaluated by the management board in its weekly meeting.

Study 3

Study 3 did not check the presence of a work/life program.

3. Culture**Study 1**

Figures 3 and 4 give an overview of family-friendly and family-hostile company characteristics. The most frequently mentioned family-friendly characteristics are employability (67%), coaching (43%), equal opportunity policies (42%) and practices to recruit and promote women in the workforce (40%). The most frequently mentioned family-hostile characteristics are the lack of a career plateau (46%) that allows a person to (temporarily) stop his or her career, and a workaholic culture (29%) where long working hours are the norm.

Study 2

From the interviews with the human resource managers it became clear that formal policies and programs are not enough to create a family-friendly working environment. The

company culture, and more specifically the attitude of employees' direct superiors, plays an important role, because it is the superiors who decide whether and how the formal procedures are implemented on a daily basis. According to one HR manager, there are two reasons why some managers do and others do not comply with family-friendly policies. First, their personal values and beliefs. Second, the way they were trained as managers. What influences their judgement is the management style of their supervisor and their own experience as a subordinate in the firm. Also important is the tolerance of colleagues, who often have to take on extra workloads in case of emergencies and absences. As long as the company culture contradicts the formal policies, employees will be reluctant to take advantage of the policies for fear of resentment on the part of colleagues and supervisors and, in the long run, for fear of jeopardizing their future in the company. This is particularly true of managers or aspiring managers who have to deal with other managers who have high expectations in terms of work effort and commitment. This, of course, will translate into long working hours. In some companies, especially in the consulting sector, there is an unwritten "up-or-out" rule. Employees who want to put their career on ice temporarily to devote more time to their family are forced to choose between an unwanted promotion or being politely asked to leave the company.

The most family-hostile cultures are workaholic cultures. Here, working long hours is regarded as a sign of commitment and dedication, and so is a condition of promotion. Leaving on time is perceived as a lack of motivation. Mostly, such cultures are created and maintained by workaholic top executives and managers who set an example and create expectations. The HR director of Sony gave the example of an unmarried MBA who practically lived at Sony. In many companies he would be considered an exemplary employee. But by working excessive hours – the HR manager pointed out – he was giving the wrong example. An excellent example is Hewlett Packard, which has set up a workaholicism program to communicate clearly to the whole workforce that working excessive hours is not desired by the firm. It was communicated to the board of directors, and then to all managers. Subsequently, employees working excessive hours were identified and coached.

In sum, formal policies need to be supported by the informal culture, and efforts need to be made to create and encourage such a culture. At Ernst & Young, the HR manager testified that the family, as a value, is passed on through the coaching system. All new recruits are assigned a coach (not necessarily their direct supervisor), whose job is to monitor and steer the career of the new employee. This includes motivating the employee and passing on the organizational culture. The human resource manager in turn passes on the values the company wants to promote – in this case, the family as a basis for good performance in the firm – to these coaches and employees in small groups. HR managers in family-responsible companies generally testify that in their daily face-to-face contacts they try to promote and nurture this culture. But the real champions in our study go one step further. They send out a formal company-wide message that cannot possibly be ignored or misunderstood. At Caja Madrid supervisors are remunerated in relation to the work climate in their unit. Other companies set up a formal work/family program.

Study 3

Table 14 compares the family-friendliness of the companies' culture as reported by the HR managers in Study 1 with the measure reported by the employees in Study 3. As pointed out above, the measures of family-friendliness of the culture used in Study 1 and 3 were different, which calls for caution in interpreting the results. Still, we can draw some conclusions. If we take the relative differences between firms within one measure as a

reference, we can see clear contradictions in firms W and Z. Both receive relatively (in comparison with firms X and Y) good scores from HR managers, but relative low scores (again, in comparison with firms X and Y) from employees. What we can conclude from this is that HR managers in two out of four firms overestimate the family-friendliness of the culture in their firm. According to the mean score given by employees (W: 3.8; Z: 4.7 on a scale of 7), these two firms are judged to score neither negatively nor positively. According to the score given by human resource managers (W: 17.33; Z: 19 out of a total of 20), the same two firms are judged very definitely to have a family-friendly culture.

4. Antecedents and consequences of family-friendly policies and culture

Study 1

Study 1 concentrated on the antecedents of the presence of work-family policies / programs. In other words, we checked what triggering factors play a role in pushing companies towards action. Table 15 presents the results of a hierarchical regression analysis, introducing step by step the different independent variables we introduced above, regressing them on the dependent variable, i.e., the presence of family-friendly policies and programs. The factors that we identified, and that generally confirm earlier studies in the US, are: the size of the company, the percentage of female employees, the tightness of the labor market, and most importantly, the extent to which companies wish to create a committed workforce (cf. last column – optimal model). Another variable, i.e. the role of headquarters pushing for implementation, was not included in this analysis, because we only had a weak indicator (one item). Still, the correlation between this one item and the dependent variable was very significant. In other words, HR managers working in subsidiaries of large, foreign companies with headquarters pushing for action, with an important percentage of female employees and managers, operating in tight labor markets, and striving to get employees involved in their work, are more inclined to consider work/family programs than others. This can also be concluded from Table 16 crossing policies and sectors. Especially sectors with tight labor markets, e.g. consulting, the electronics industry, telecommunications and other service sectors, make use of family-friendly policies. Factors that apparently do not make any difference are the presence of workforce problems, and the sensitivity / power of the human resource manager.

Study 2

Study did not probe for antecedents or consequences.

Study 3

Study 3 looked at some consequences of the presence or absence of work/family policies and culture, such as work-family conflicts and turnover intentions. To add more details to the picture, we also added some individual level variables that may influence these two consequences, such as number of working hours, family workload, and external support for household chores. Table 17 lists the means, standard deviations, and correlations between these variables. From this first analysis it becomes clear that the presence of work-family policies is not associated with either the experience of work-family conflict or turnover intentions, but an unfavorable work-family culture is. This unfavorable work-family culture,

in turn, is associated with the number of working hours and family workload. A regression analysis using work-family conflict and turnover intentions as dependent variables reveals that work-family conflict can be best predicted with a model combining work/family culture, and number of working hours ($R^2 = 0.38$; $F = 2.442$; $p < 0.05$) and turnover intentions with a model using work/family culture as only predictor ($R^2 = 0.19$; $F = 6.373$; $p < 0.001$).

5. Involved parties

The next question is who were the principal agents driving the initiatives and implementing relevant policies and programs. Only Study 1 looked into this question (see Figure 5). We hypothesized that the sensibility (in terms of being female and a parent) and power (in terms of seniority and position in the executive committee) of the human resource manager would be decisive. We did not find confirmation for this hypothesis. But once firms decide for action, human resource managers play a pivotal role: 84% of the respondents said that human resource managers are the ones who have the most active role in taking initiatives. Employees (73%) and the board of directors (72%) are important groups as well. This indicates that the consent and what is more, the full support of employees and general management is needed. Other parties that were said to play a role are the health and safety committee (57%), the headquarters (47%), and the unions (33%). Studies 2 and 3 did not address the implication of organizational actors.

Discussion

This study is a first exploration of why and what policies are being applied to address work-family conflict in companies with more than 100 employees. It is important to point out that the study was set in Spain, a country that is going through the first phase of adoption and diffusion of this type of policies. As such, it is relevant for many countries that are only starting or that have not yet started adopting these policies.

In the introduction we referred to a problem of human ecology. It has become clear, especially from Study 2 and 3, that although companies are starting to develop some awareness, there is still a long road ahead before we can speak of a generalized “environmental awareness”, to refer again to our ecology metaphor. Only 10% of our sample has a set of policies that clearly shows a commitment to creating a family-friendly environment. But when we take a non-random sample of this set of companies⁴ (Study 3), we see that in several of these firms there are still some major gaps between what human resource managers believe and what employees perceive. We found a clear negative relationship between the family-friendliness of the culture, and experience of work-family conflict and turnover intention in employees. From this we can conclude that firms need to go through an organizational development process to evolve from what we could call “systematically / structurally contaminating” to “systematically / structurally enriching” (see Figure 6). In this first phase, because of a lack of awareness of or interest in the changing needs of employees in terms of balancing work and family, companies are systematically invading their employees’ private lives with longer working hours and more stress. There

⁴ This sample is non-random in the sense that it contains firms with an outspoken positive proclivity towards the theme. We can derive this from the fact that contrary to most other firms in the top 20, they were prepared to provide us access to their employees.

needs to be a shift in awareness or attitude before firms will start addressing these needs. This will lead to a second phase in which firms will start developing formal policies. But as pointed out above, formal policies are not enough by themselves to guarantee a family-friendly environment. When there is a lack of conviction in some or most middle managers, the culture will contradict the formal policy, and companies' objective of balancing work and family, or enriching employees, will be merely discretionary. Achieving the objective will depend on the personal conviction and management style of the specific manager in the team or department. It takes another phase of promoting and supporting a family-friendly culture at all levels of the organization before we can speak of a systematically enriching firm. As suggested by Study 3, systematic communication of the policies, and support for the issue on the part of managers, are essential to reach such a situation.

The reason why creating this human ecological balance is so important and at the same time so difficult is that there are two negative learning loops that are difficult to break, and that can have dangerous consequences. The first can be situated at the level of the family, the second at the level of the organization. First, it is clear that the family is an important source / incubator of managerial competencies, such as personal pro-activity, optimism, time management, self-management, decision making, integrity, communication, empathy, coaching, teamwork, and leadership. A recent study of the most requested managerial competencies in 150 firms in 30 countries showed that among the top ten are leadership, integrity, communication, teamwork, and honesty, all competencies developed within the womb of the family. Second, the family is an important source of support. The importance of spouse support as a buffer against the effects of stress implies that the family is essential for the wellbeing and productivity of the employee. On the other hand, studies have demonstrated the detrimental effects that work-family conflict and the spill-over of stress can have on this support. This means that as long as firms support workaholic climates of long working hours and put high demands on employees in terms of availability and commitment, they are creating and sustaining a negative learning loop of long hours – work-family conflict – spousal conflicts – stress – inefficiency – long working hours, etc. ... Supporting employees by protecting them against themselves by setting clear priorities and helping them to manage their time are clear recommendations in this sense. By demanding 100% dedication to work, employers are undermining the integral development of their employees, and indirectly of the future generation. Second, at the level of the organization we can observe another negative learning loop. Senior managers may signal to middle managers the importance of working long hours for favorable evaluation and promotion. These middle managers in turn demand the same from their supervisors, and so forth. Those employees that are selected for promotion will obviously demand the same from their subordinates, which results in a self-perpetuating chain. A dangerous consequence of this type of culture is that it systematically pushes out employees who want to balance work and family, who may be very talented, more competent, healthier, more responsible, etc. ... Overwhelmed by the force of the demanding culture, employees with a certain maturity will leave the firm, however dedicated they may be. Especially in scarce labor markets such as the consulting sector, telecommunications, electronics / computer / software, or other service sectors, the choice between alternatives is great.

The downside to flexible working hours is that by abolishing the boundaries between work and family, employees with a lack of self-control will typically develop workaholic working habits, allowing their family time to be consumed by work. This points up the growing need for individual maturity in this new environment of flexible jobs and management by objectives. Individual maturity is essential because no one can take the place of a parent in the education of his or her children. It also poses an ethical dilemma for HR managers. Should one discipline a workaholic? After all, they are a benefit to the company. The problem is that little by little they are destroying their own health and equilibrium and, more importantly, that of their environment. By setting unreasonably high expectations they

are poisoning the team spirit and neglecting their family. Several HR managers cited cases of depression and divorce caused by a complete imbalance between work and family.

In view of all these factors combined, we can recommend to human resource managers that they no longer ignore work/family conflict. Several HR managers confirmed that the person of the HR manager plays a crucial role in advocating and implementing work/family programs. As the diffusion of these programs is still in its infancy in Spain, the initiative of the HR manager is pivotal. And there is a long road ahead.

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Exhibit 1

THE ADOPTION OF FAMILY-FRIENDLY HRM POLICIES.
COMPETING FOR SCARCE RESOURCES IN THE LABOR MARKET

Spain - Relevant social and cultural context

- Women’s labor force participation has increased tremendously in Spain, reaching 52.5% in 2000. To give a point of comparison on a European level, in 1993 participation rates in Europe varied between 42.8% in Spain and 78.3% in Denmark. While in some Scandinavian countries (Finland and Sweden) this rate is declining in comparison with 1983, in most countries the trend is clearly one of increasing participation, with Spain as one of the countries with the highest growth rates (1983 – 1993: 28.92%; 1993 – 2000: 22.7%).
- Contrary to most countries this influx of women in the labor force has started only recently in Spain. This means that the transition from the traditional breadwinner model to the dual-earner household has taken place in a shorter period. We can expect that this radical transition will be associated with more conflicts between the sexes, as the role models (parents) are often opposite to new expectations.
- After a plateau in the eighties (+15%) and the first part of the nineties (22% in 1996), unemployment rates have sharply declined over the last five years, reaching 14% in 2000 (9.6% males; 20.4% females). However, there are important differences between regions and population groups. In some areas and sectors, though, full employment has been reached.
- Working hours are typically from “nine till eight”, with a long lunch break between two and four. This has as a consequence that combining work and family is especially difficult in Spanish families. These atypical working hours result in long working hours. In a recent study, with more than 20 countries participating world-wide (CISMS, the Collaborative International Study on Managerial Stress), we found that Spanish managers work an average of 52 hours a week, the highest number of the whole sample. This results in a wide gap between working hours and school hours.
- Opinion surveys show that the family continues to be an important institution in Spanish society, as in most Latin and South European countries. This compensates part of the problems mentioned above, as the extended family (parents and in-laws, brothers/sisters, grandparents, ...) can help in taking care of children. Coping strategies in Spain, congruent with family values, have been intergenerational solidarity through family networks, low fertility and relatively strong traditional family patterns. This system works because there are still age cohorts which include large number of housewives. But the danger is that this system will collapse once these cohorts disappear or become dependent themselves.
- Increasing delay in residential independence. In 1994, more than half of 25-29 year olds were living in the parental home (1994: 65.3% male and 47.6% female versus 1986: 53.2% male and 35.3% female). Reasons are instability in the labor market, low wages, insufficient solvency in the face of expensive housing, strong family solidarity, and conservatism. This also implies a delay in setting up new homes and families, and explains low fertility rates.

Exhibit 1 (continued)

- One of the lowest fertility rates (1.15 in 1998) in Europe, also due to young women's strong orientation towards employment, lack of adequate work-family arrangements, and unstable job conditions for younger generations. On the other hand, one of the highest life expectancies in the world.

The assumption of a broad, supportive family network is also embedded in social regulations and the functioning of public services, such as health care and child care, which often presuppose a high availability of homemakers who are willing to provide help. Family policy is very weak, as expenditures on social protection benefits have been largely allocated to pensions (32.6% in 1994), sickness (26%) and unemployment (17.4%), and hardly to the family (0.8%). In 1994 Spain had the second lowest rate in the EU. This has been explained by pointing to the fact that promotion of the family is still associated with the Franco regime, which was pro-natalist and antifeminist. The table below gives an overview of arrangements.

WORK-FAMILY ARRANGEMENTS IN SPAIN IN 2001¹

<p>I. Flexible working patterns</p> <ul style="list-style-type: none"> – Increasing part-time work (in 1998 17% of women and 3% of men) mainly through employer demand in low qualified service jobs. Recently new trends point to more opportunities for part-time work in qualified jobs. – Traditional patterns of work in the home and the informal economy that provide flexible opportunities in a framework of precariousness (low pay, lack of social protection and public control) – In qualitative research flexibility appears associated with long working hours in order to meet production requirements. 	<p>II. Leave arrangements</p> <ul style="list-style-type: none"> – During pregnancy (leave in the event of health risk, right to attend health services during working hours) – Maternity leave (16 weeks paid by social security, a minimum of 6 weeks after the birth, the last 10 weeks can be taken transferred from the mother to the father) – Paternity leave (2 days paid by the employer) – Breast-feeding leave (1 hour per day until the child is 9 months old, paid by the employer) – Unpaid parental leave maximum until the 3rd year of the child. During the first year the position is guaranteed and some social security benefits. – Unpaid family leave up to 1 year in the event of acute illness of a family member (up to 2nd degree) – Unpaid child care working-time reduction (between half and a third of full-time) until the child is 6 years old or for a disabled child. Individual entitlement. – Leave to care for a seriously sick child (2 days paid by the employer, 4 if travelling needed). Individual entitlement.
<p>III. Child care provisions</p> <ul style="list-style-type: none"> – Low publicly-funded provision in the first pre-school stage (under 3) or in the framework of local social welfare schemes (estimation is about 15% in 1998). Most of centre-based provision is in private centres that are not publicly funded. – High publicly-funded provision in the second pre-school stage (3-6 years): about 90% nearly all 4- and 5-year-old children. An increasing number of centres provide meals and care outside school hours. – Family day care is uncommon and not regulated in Spain. Individual care at the child's home is more common for families who can afford it, either through the regular or the informal economy. There is no public supervision. – Important role of grandparents in the care of grandchildren when both parents work. 	<p>IV. Supportive measures</p> <p>In recent years some positive action programmes to support equal opportunities between women and men have been developed in companies and in trade unions, and promoted by governmental Equal Opportunities services. The issue of reconciliation between work and family needs appears in the catalogue of objectives and positive action measures proposed through these programmes. Measures developed, however, are mainly connected to selection, continuing training and promotion of women.</p>

¹ Update of Table in p. 126 in Anneke van Doorne-Huiskes, Laura den Dulk and Joop Schippers (eds.) (1999) *Work-Family arrangements in Europe. The role of employers*, Thesis Publishers Amsterdam.

Table 1: Sample characteristics

Variable	Mean	SD	Categories
COMPANY CHARACTERISTICS			
Private versus public Sector			94.6 % Private
			Most important sectors: - Chemistry / oil (10.7%) - Food and tobacco (10.7%) - Automotive (9.9%) - Metal (8.4%) - Distribution (6.1%) - Banks & Insurance (5.3%) - Other services (5.3%) - Electronics (5.3%)
Number of employees (in Spain)			Less than 500: 42.7% Between 501 – 1000: 19.1% Between 1001 – 5000: 35.1% More than 5000: 3.1%
Number of employees (in the world)			Less than 500: 24.8% Between 501 – 1000: 12% Between 1001 – 5000: 19.7% More than 5000: 42.7%
Percentage of female employees			Less than 10%: 15.5% Between 10 and 25%: 27.9% Between 25 and 50%: 35.7% Between 50 and 75%: 17.1% Between 75 and 90%: 3.1% More than 90%: 0.8%
RESPONDENT CHARACTERISTICS			
Sex			Female: 19.8% Male: 80.2%
Age	42.95	8.43	
Children			Yes: 93%
Level education			1.5% Basic level 8.5% Higher education 52.3% University 36.2% Master 1.5% Doctorate
Seniority in company	13.61	9.64	
Seniority in function	8.47	6.6	
Function			3.1% General Management 2.3% Production 1.6% Finance / accounting 93% Personnel Management / HRM
Level in the company			28.3% Top management 43.3% High management 25.2% Middle management 0.8% Junior Management 2.4% Other

Table 2: Distribution of the sample by sectors

	% total sample
Chemical / oil / gas / rubber / plastics	(10.7%)
Food / drinks / smoking products	(10.7%)
Car industry	(9.9%)
Processing and production of metal	(8.4%)
Distribution / logistics	(6.1%)
Banking / finance / insurance	(5.3%)
Other services to companies	(5.3%)
Electronics industry	(5.3%)
Hotel, restaurant, catering	(4.6%)
Energy, water,	(3.8%)
Construction	(3.8%)
Telecommunication	(3.1%)
Textile	(3.1%)
Consulting	(2.3%)
Advertising / Media	(1.5%)
Software	(1.5%)
Wood, paper, graphics	(0.8%)
Ceramics	(0.8%)

**Figure 1. Distribution of the sample by organizational size
(number of employees)**

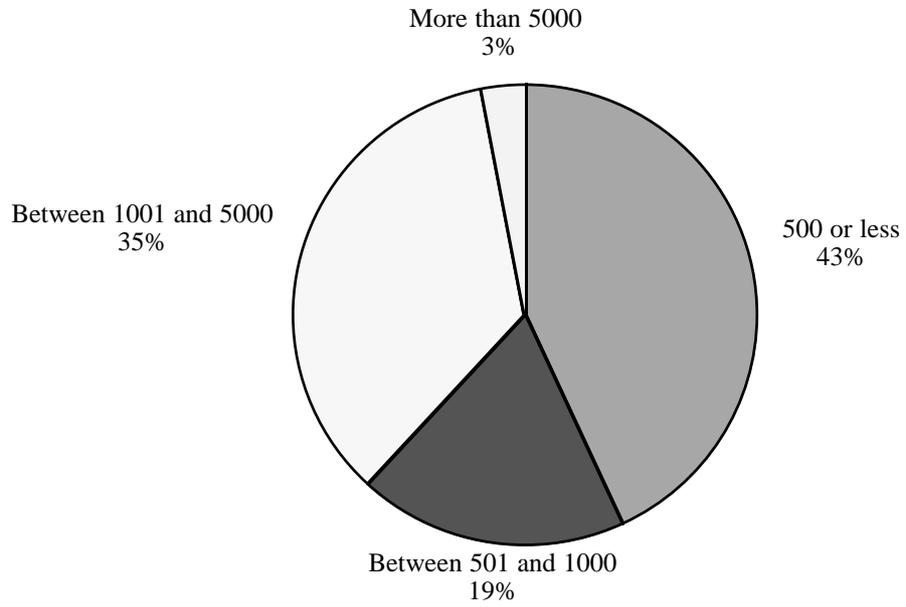


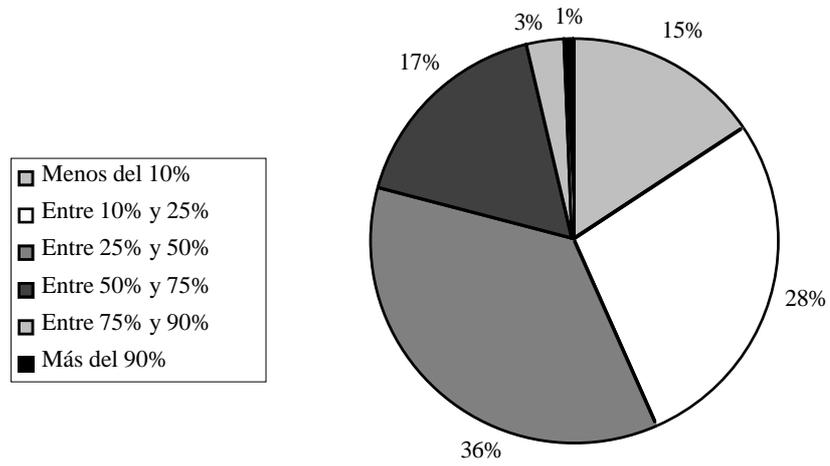
Figure 2. Distribution of the sample by number of female employees

Table 3. Distribution of the sample for Study 2

Variable	Mean	SD	Categories
COMPANY CHARACTERISTICS			
Private versus public Sector			100 % Private Most important sectors: Electronics (4) Consulting (2) Other services (2) Miscellaneous (9)
Number of employees (in Spain)			Less than 500: 3 Between 501 – 1000: 2 Between 1001 – 5000: 10 More than 5000: 1
Number of employees (in the world)			Less than 500: 1 Between 501 – 1000: 1 Between 1001 – 5000: 4 More than 5000: 10
Percentage of female employees			Between 10 and 25%: 1 Between 25 and 50%: 10 Between 50 and 75%: 4 Between 75 and 90%: 1

Table 4. Flexibility Arrangements

<p>Flexible working hours or flextime Employees must work 8 hours, but may decide for themselves when to start and when to leave the company at the end of the day.</p>
<p>Reduced working hours (e.g. part-time work) Employees may work fewer hours per day or per week if they agree to earn less accordingly.</p>
<p>Job-sharing Two part-time employees share a full-time job, but may decide between themselves who works when (consulting their supervisor).</p>
<p>Compressed work week Employees may work longer per day and get (half) a day off as compensation.</p>

Table 5. Leave Arrangements

<p>Maternity / paternity leave BEYOND legislation Mothers or fathers may stay home longer than the period that is legally enforced, if they agree not to be paid during that period. They are guaranteed the right to work in their previous position when they return after their leave.</p>
<p>Flexibility in days off and short holidays Employees – always after consulting with their direct supervisor - may easily take some days off or go for a short holiday, beyond the traditional holiday periods.</p>
<p>Childrearing leave Parents may take leave for an agreed-upon period to raise their pre-school children, if they agree not to be paid during that period. They are guaranteed the right to work in their previous position when they return after their childrearing leave.</p>
<p>Leave to take care of sick/disabled parents or children Parents may take leave for an agreed-upon period to take care of sick/disabled children or parents, if they agree not to be paid during that period. They are guaranteed the right to work in their previous position when they return.</p>
<p>Sabbatical Employees who have a certain seniority may retire from work for an extended (3 months to 1 year), agreed-upon period, while being paid a percentage of their normal salary during that period. They are guaranteed the right to work in their previous position when they return.</p>
<p>Unpaid holiday Employees – in agreement with their supervisor – may take extra holidays, if they agree not to be paid during that period.</p>
<p>Paid-time-off banks Employees may exchange – as in a bank – salary for paid time off in a flexible way. In Spain, receiving cash for holidays that were not consumed is illegal. But taking extra holidays for less salary is a viable option.</p>

Table 6. Virtual Office Arrangements

<p>Telecommuting or flex-place Employees may work at a satellite office near their home, to avoid long travelling times or traffic jams to and from home.</p>
<p>Work at home / Tele-offices at home Employees may work at home, to avoid long travelling times or traffic jams to and from home. Besides being allowed to work at home, they may be fully equipped (telephone, fax, computer, whatever is needed) to work from home.</p>
<p>Videoconferencing Employees can have meetings via videoconferencing with colleagues or clients in foreign destinations to avoid travelling.</p>

Table 7. Childcare / eldercare services

<p>Childcare/ eldercare information or referral Employees may consult the personnel / HR department for information about care facilities outside the firm.</p>
<p>Off-site childcare / eldercare facility The company provides free or cheap care in a care center outside the firm.</p>
<p>On-site childcare / eldercare facility The company provides free or cheap care in a care center inside the firm.</p>
<p>Employer financial support to pay for childcare / eldercare The company provides financial support to pay for care outside the firm. This support may take different forms:</p> <ul style="list-style-type: none"> – Cash – Discounts at local care centers – Vouchers, i.e. special checks that can be used to pay for childcare only. These vouchers can be compared with meal tickets.
<p>Slots in local childcare / eldercare facilities The company provides time-slots in a nearby care facility, i.e., employees get priority, at normal rates.</p>
<p>Provision of or payment for childcare / eldercare during business trips or extra work hours Employees who have to travel or work weekends are compensated for the care they had to pay for in order to be available for the firm.</p>

Table 8. Work adaptations

<p>Job adaptation: The employee continues to do the same job, but the workload or responsibilities are (temporarily) adapted.</p>
<p>Job rotation: The employee is (temporarily) given another job in order to have a better match between workload / responsibilities and capacities.</p>
<p>Job mutation: The employee is (temporarily) given another job in another location in order to have a better match between workload / responsibilities and capacities.</p>

Table 9. Professional support – Training & Development

Prenatal and nutrition courses: Courses that help employees and their spouses to prepare for the challenges associated with having a baby.
Parenting: Courses that help employees and their spouses to deal with the challenges of educating children.
Work-family conflict: Courses that help employees and their spouses to deal with conflicts between work and family and deal with career issues.
Time management: Courses that help employees to get better organized.
Stress management: Courses that help employees to relax, analyze the sources of stress, and adopt coping and problem solving techniques.
Conflict management: Courses that help employees to deal with conflicts with colleagues, clients, providers, and spouses.

Table 10. Professional support - Coaching

Career counseling What: For job and career related issues. Who: Direct supervisor or HR specialist.
Social-psychological / family counseling What: For private social / psychological problems (e.g. divorce, child with learning problems, stress). Who: Company doctor, Social worker or psychologist, internal (HR specialist) or external.
Legal / Financial counseling What: For legal or financial problems (e.g. loans, legal procedures, changing job contracts). Who: Legal or financial expert, internal or external.
Expatriate counseling What: For immigrating or emigrating employees and their families. Who: HR specialist, internal or external.

Table 11. Fringe benefits

34. Life insurance of employee
35. Health insurance of spouse
34. Health insurance of children
35. Pension plan

Table 12. Family-friendly policies ranked by intensity of utilization

Flexibility in days off	90.1
Company car	76.7
Childrearing leave	76.3
Part time work	63.1
Career counseling	62.8
Flexitime	62.6
Leave to take care of sick family members	60.5
Time management	55
Expatriate counseling	48.8
Maternity leave beyond legal minimum	48.1
Videoconferencing	46.2
Financial counseling	45.7
Reduced working hours	43.8
Life insurance of spouse	43.4
Life insurance of children	42.6
Conflict management	42.6
Paid transport	40.3
Family counseling	39.5
Unpaid holiday	36.2
Stress management	32.3
Paternity leave beyond legal minimum	31.2
Compressed work week	30
Psychological counseling	23.4
Paid-time-off banks	20.8
Employer financial support to pay for childcare / eldercare	19.8
Childcare information or referral	19.8
Eldercare information or referral	15.3
Work at home	15.3
Tele-offices at home	13.7
Flexibility of place	13
Job-sharing	11.6
Sabbatical period	7.8
Off-site childcare facility	6.2
Work-family conflict	5.4
Provision of or payment for childcare / eldercare during business trips or extra work hours	4.6
Parenting	3.1
Prenatal courses	3.1
On-site childcare facility	2.3
Slots in local childcare / eldercare facilities	2.3
On-site eldercare facility	1.5

Table 13. Presence of family-friendly policies as reported by HR managers (Study 1) compared with the corresponding perceptions of employees (Study 3) in four firms (W, X, Y, Z)

POLICY	W Study 1	W Study 3	X Study 1	X Study 3	Y Study 1	Y Study 3	Z Study 1	Z Study 3
Flexible working hours	Some	22% No 61% Some 17% All	Some	8% No 53% Some 39% All	All	62% No 38% Some <i>0% All</i>	All	19% Some 81% All
Freedom to take leave		12% No 6% Some 81% All		17% Some 83% All		14% No 24% Some 62% All		19% Some 81% All
Part-time work	All	5% No 39% Some 56% All	Some	15% No 75% Some 10% All	All	91% No 9% Some <i>0% All</i>	All	67% Some 33% All
Job sharing	No	94% No 6% Some	Some	71% No <i>29% Some</i>	Some	85% No <i>10% Some</i> 5% All	No	86% No 14% Some
M/Paternity leave beyond minimum	All	22% No 33% Some <i>44% All</i>	All	20% No 39% Some <i>41% All</i>	All	43% No 14% Some <i>43% All</i>	All	15% No 23% Some 61% All
Leave to take care of children or parents	All	5% No 28% Some 67% All	All	8% No 41% Some 51% All	All	14% No 19% Some 67% All	All	33% Some 67% All
Unpaid holidays	No	68% No 19% Some 12% All	All	16% No 35% Some <i>49% All</i>	Some	86% No <i>9% Some</i> 5% All	All	27% No 18% Some 54% All
Flexibility days off	All	41% No 23% Some <i>35% All</i>	All	4% No 12% Some 84% All	All	25% No 30% Some <i>45% All</i>	All	6% Some 94% All
Information childcare and eldercare centers	All	53% No <i>47% All</i>	No	98% No 2% Some	All	80% No <i>20% All</i>	No	75% No 25% All
Company childcare center	No	61% No 6% Some 33% All	No	100% No	No	100% No	No	94% No 6% All
Tele work	No	89% No 6% Some 6% All	All	59% No 35% Some <i>6% All</i>	No	100% No	Some	94% Some 6% All
Career counseling according to situation	All	47% No 7% Some <i>47% All</i>	All	46% No 29% Some <i>25% All</i>	All	59% No 29% Some <i>12% All</i>	All	71% No 29% Some <i>0% All</i>
Stress management training	No	65% No 35% All	All	94% No 4% Some <i>2% All</i>	No	81% No 9% Some 9% All	All	33% No 6% Some 60% All

W: N = 18; 6% is one respondent.

X: N = 49; 2% is one respondent.

Y: N = 22; 4.5% is one respondent.

Z: N = 16; 6% is one respondent.

Table 14. Family friendly corporate culture

	Study 1 measure Reported by HR Mgr.	Study 3 measure Reported by employees
Maximum value	20	98
W	18.67	69.8 [Min=46; Max=86; SD=12.8]
X	17.33	53.5 [Min=23; Max=77.6; SD=12.96]
Y	18	73.08 [Min=46.1; Max=89.3; SD=10.6]
Z	19	66.48 [Min=48; Max=83.2; SD=10.5]

Figure 3. Family-friendly characteristics

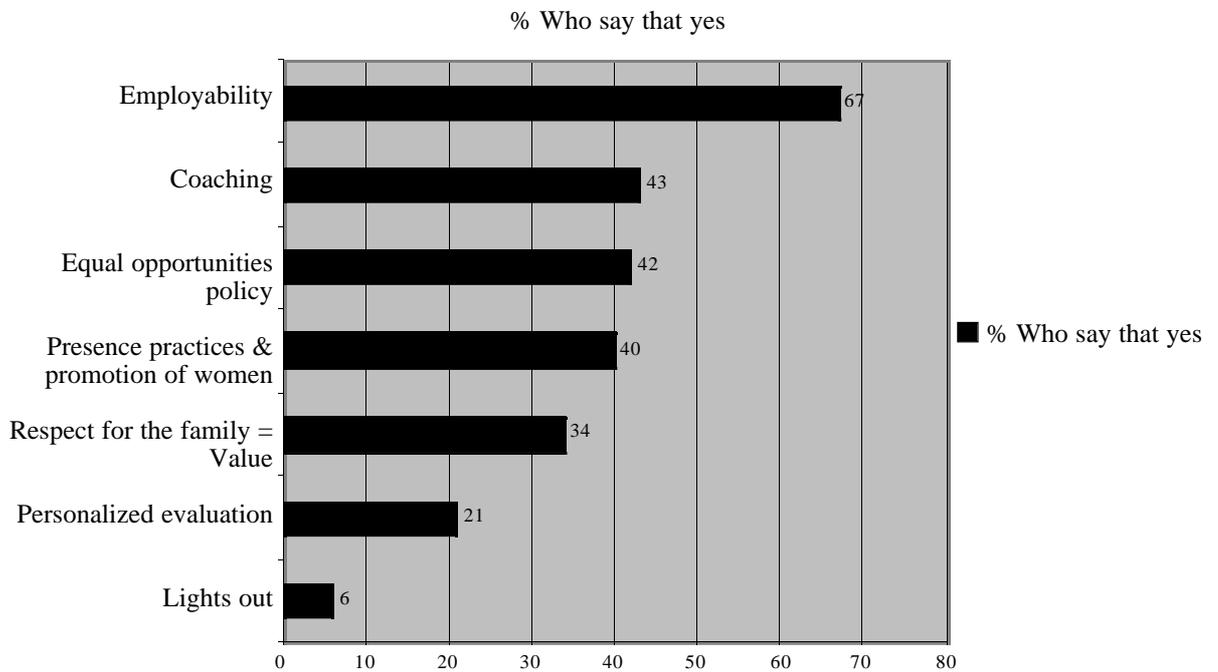
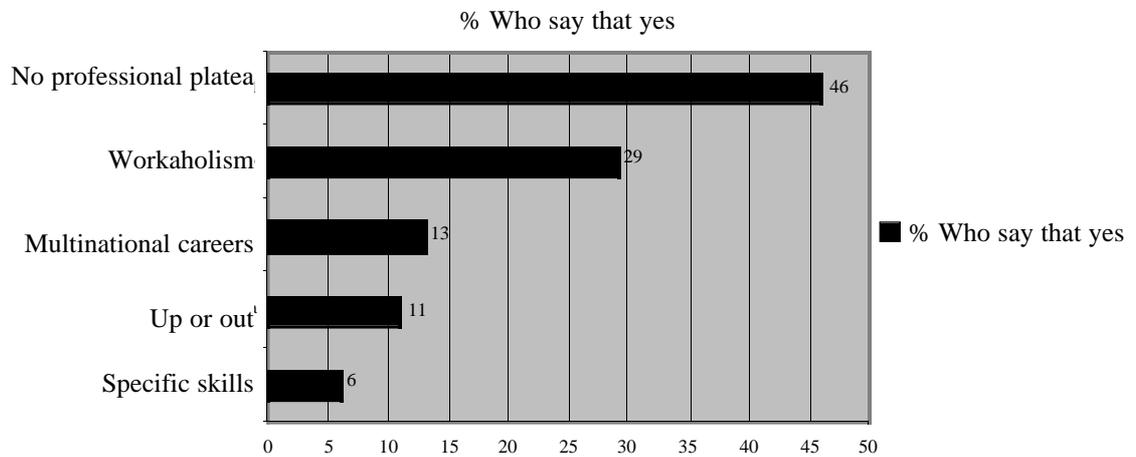


Figure 4. Family-hostile characteristics**Table 15. Regression of main variables on work/family program scale (N = 131)**

Variable	Control	H1	H2	H3	H4	H5	Optimal Model
WAGE	0.072 (0.826)	0.096 (1.104)	0.094 (1.079)	0.057 (0.624)	0.081 (0.92)	0.05 (0.468)	
BENEFIT	0.190* (2.167)	0.147 (1.668)	0.145 (1.646)	0.067 (0.726)	0.031 (0.343)	-0.06 (-0.530)	
SIZE	0.204* (2.321)	0.078 (0.855)	0.083 (0.913)	0.137 (1.417)	0.125 (1.346)	0.14 (1.23)	0.171* (1.937) (<i>p</i> =0.055)
FEMALE		0.253** (2.781)	0.25** (2.753)	0.25** (2.632)	0.261** (2.859)	0.241 (2.147)*	0.23** (2.599) (<i>p</i> =0.011)
PROBLEM		0.13 (1.436)	0.13 (1.44)	0.079 (0.836)	0.017 (0.185)	0.01 (0.091)	
ILM			0.105 (1.216)	0.086 (0.939)	0.099 (1.130)	0.113 (1.028)	
HIGHCOM				0.163 (1.750)	0.109 (1.195)	0.132 (1.142)	0.193* (2.206) (<i>p</i> =0.03)
TIGHT					0.288** (3.123)	0.243* (2.127)	0.169* 1.944 (<i>p</i> =0.054)
IMPACT						-0.002 (-0.041)	
Constant	10.144 (2.209)	-2.27 (-0.346)	-6.453 (-0.872)	-6.493 (-0.808)	-14.069 (-1.741)	-8.751 (-0.837)	-3.761 (-0.793)
R ²	0.1	0.16	0.175	0.186	0.259	0.197	0.209
F	4.458**	4.36**	3.899**	3.273**	4.333**	1.931	7.179***

*** *p* < 0.001.** *p* < 0.01.* *p* < 0.05.

Standardized beta coefficients are reported (except for constant: Unstandardized B).

T-values are in parentheses.

Table 16. Utilization of family-friendly policies by sector

	% total sample	Flex	Leave	Child	Virtual	Assess	Training	Benefit	Culture	Total
Consulting	2.3%	7.16	10.33	1	4.66	6.66	5.66	2.83	15	57.29
Electronics	5.3%	10	8.57	0.28	3.92	6.57	3.64	2.35	14.52	53
Telecom	3.1%	3.37	8.18	0.81	1.75	3.25	2.37	3.87	13.45	38.95
Other services	5.3%	5.21	9.82	0.96	1.57	4.64	2	1.07	13.07	38.71
Chemical, oil, gas, rubber, plastics	10.7%	5.71	6.58	0.89	1.85	4.32	2.25	1.42	12.88	36.06
Food, drinks, smoking products	10.7%	4.71	7.76	0.35	1.1	4.28	1.64	1.39	13.4	35.56
Textile	3.1%	5	5.43	1.25	0.5	3.75	1.37	1.87	14.04	34.63
Hotel, restaurant, catering	4.6%	4.33	8.04	0.75	0	5.41	0.5	1	13.91	34.58
Distribution, logistics	6.1%	4.43	8.18	0.03	0.37	2.75	2.12	1.75	12.66	33.33
Banking, finance, Insurance	5.3%	3.57	6.78	0.78	0.71	3.28	1.92	2.42	13.28	33.32
Energy, water	3.8%	5.4	8.9	0	0.4	2.1	0.4	1.9	13.2	32.3
Car industry	9.9%	3.26	6.46	0.03	1.07	2.61	1.03	1.03	12.46	28.43
Processing / Production of metal	8.4%	3.13	6.7	0.45	1.36	2.77	0.95	1.36	11.06	28.03
Construction	3.8%	2.7	3.25	0	0.5	1.4	0.9	0.9	12.06	23.59

Table 17. Number of items, minimum and maximum value, means, standard deviations, alphas, and correlations between number of working hours, family burden, external support, work-family policy, work-family culture, work-family conflict, and turnover intention.

Variables	No.	Min.	Max.	M	s.d.	1	2	3	4	5	6	7
1. Working hours	1	7	60	47.14	7.86	/						
2. Family load	3	1	26	6	3.73	-.031	/					
3. Ext. support	1	0	4	1.10	0.95	.062	.457**	/				
4. WF Policy	12	3	23	10.94	4.57	.053	-.097	-.104	(.75)			
5. WF Culture	15	23	89	62.42	14.71	-.274**	.226**	-.036	.178	(.86)		
6. WF Conflict	9	1	4.89	2.91	0.9	.381**	-.112	.016	-.057	-.567**	(.86)	
7. Turnover intent	1	1	5	2.18	1.15	-.048	-.121	-.047	.032	-.362**	.335**	/

**p<0.01.

Figure 5. Instances taking initiatives to develop family-friendly policies

