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Stakeholder perceptions of family friendly workplaces:

Case studies of six New Zealand organisations

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Abstract

A family friendly workplace is one in which management finds out what would help employees balance work and family responsibilities, and implements appropriate family friendly policies and practices. A variety of family friendly practices or initiatives exist, including flexible working hours, flexible leave, work from home, parental leave and childcare.

Family friendly workplace initiatives help both employers and employees. Employer benefits include enhanced staff recruitment and retention, reduced staff turnover, reduced absenteeism, increased employee morale and an enhanced company image. Employees receive help in balancing work and family responsibilities, and enjoy greater control or autonomy in balancing these responsibilities.

The literature identifies a number of workplace changes that have prompted the development of family friendly workplaces, including increasing numbers of women and mothers participating in the workforce, and changes in the composition of families, in legislation and in the workplace itself. A number of theories explain the relationship between work and home, the three most commonly cited being segmentation, spillover and compensation. The literature also demarcates stages in the development of family friendly workplaces, and emphasises the importance of a supportive organisation culture to the successful development of a family friendly workplace. Potential barriers to the successful development and implementation of family friendly workplaces include the masculine work ethic, the notion that organisations should not involve themselves in the private lives of their employees, and the issue of 'face time'. Two additional issues the literature addresses are determining who should be responsible for the provision of family friendly initiatives, and identifying critical success factors.

There have been a number of overseas studies (e.g., Galinsky, Friedman & Hernandez, 1991; Milliken, Dutton & Beyer, 1990; Rappoport & Bailyn, 1996) which have examined family friendly workplace policies and practices. However in the New Zealand context, the area of work and family has not been sufficiently researched or understood. To date in New Zealand there have only been five major studies on family friendly workplaces (Callister, 1996; Families at Work & Top Drawer Consultants, 1995; Ministry of Women's Affairs, 1993; Top Drawer Consultants & Families at Work, 1996; Tudhope, 1994), and although each study has made a contribution to the knowledge of family friendly workplaces in the New Zealand context, many gaps still remain. This current study is the first New Zealand study in the area of work and family to explore the perceptions of both employers (managers) and employees, as well as to integrate the perceptions of CEOs, union officials and other organisation stakeholders. By aligning the perceptions of these organisation stakeholders, this study was able to examine whether they reported similar or differing perceptions of family friendly workplaces. Finally, the importance of these similarities and differences and their possible impact on family friendly workplace initiatives is discussed.

Participants in this research project included employees, human resource managers, CEOs, union officials and selected organisation stakeholders in six New Zealand organisations. Employees responded to a questionnaire; others participated in interviews. The major findings are as follows:

- flexibility to enable employees to balance their work and family responsibilities was deemed the most important family friendly initiative by both employees and human resource managers;
- employees reported a lack of consultation prior to the implementation of family friendly initiatives and inadequate ongoing consultation. However, human resource managers tended to believe consultation occurred throughout;
- many employees were unaware of family friendly initiatives offered within the organisation;

- employees reported that the primary sources of information on family friendly initiatives available within the organisation were managers and colleagues;
- most employees agreed that family friendly initiatives were applied consistently within the organisation;
- a number of male employees indicated they were caregivers of dependants and needed access to family friendly initiatives to help them balance their work and family commitments;
- informal childcare, including the use of relatives or friends as carers, was an important means of care for many employees;
- managerial motivation to introduce family friendly initiatives included requests from staff, and the need to address high staff turnover;
- developing an organisation culture that supports employees with family responsibilities was identified as important to the success of a family friendly workplace; and
- some discrepancies emerged between the responses of the different participant groups, including differing views of the consultation process, differing perceptions of the dissemination of information on family friendly initiatives within the organisation, and the rating of each organisation's family friendliness.

This study is the first New Zealand study to align the perceptions of organisation stakeholders and to explore similarities and differences between each of the stakeholder groups. Thus, the study adds to the overall understanding of family friendly workplaces, while it identifies key issues related to the success of family friendly initiatives in New Zealand.

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Chapter One

Introduction

Introduction

Work and family. Family and work. For most people ... work and family in all their diversity are the cornerstones of life and are inextricably linked. (Rapoport & Bailyn, 1996, p.6)

As early as the 1960s academics in the United States first reported that some workers found the balancing of work and family roles stressful (Rapoport & Bailyn, 1996). They also reported that there were potential benefits for both employees and employers in the development and implementation of work-family policies and procedures (Friedman & Galinsky, 1992; Rapoport & Bailyn, 1996).

Social, political and economic developments in the latter 20th century highlight the importance of implementing family friendly initiatives in the workplace. These developments include the increasing number of women, many of them mothers, entering and remaining in the workforce both in New Zealand (Statistics New Zealand, 1993a) and overseas (Bernstein, 1991; Milliken, Dutton & Beyer, 1990); the changing structure of families (Sorrentino, 1990; Statistics New Zealand, 1998a); the presence of dual income earners (Statistics New Zealand, 1998a); and ongoing changes in the workplace, such as greater flexibility (Cooper, 1998; Dewe, 1990; du Chateau, 1995; Rodgers, 1992) and self-managed work teams (Enderwick, 1992; Strange, 1993). As a result, an increasing number

of organisations are looking to adopt family friendly workplace initiatives to address the needs of employees who are balancing work and family responsibilities.

1. Family friendly workplaces – definitions

Most definitions of the terms ‘family friendly’ or ‘work and family’ (used interchangeably within this thesis, as they are within the literature) recognise that a family friendly workplace has the potential to help employees reduce the possible conflict between work and family responsibilities (Families at Work & Top Drawer Consultants, 1995; Goodstein, 1994; Johnson, 1993a; Rose, 1993; State Services Commission, 1994; Top Drawer Consultants & Families at Work, 1996).

The State Services Commission (1994) offers this definition of a family friendly workplace:

In a family friendly workplace management finds out what would help employees to reduce the conflict between work and family responsibilities and introduces appropriate policies and practices. Wherever possible, these solutions should be flexible, not prescriptive, so they can respond to the specific needs of the different families. There is an almost unlimited number of ways that an organisation can help staff balance work and family life.
(p.5)

This definition emphasises flexible solutions and the various ways in which an organisation can assist its employees to balance work and family responsibilities. Families at Work and Top Drawer Consultants (1995), two Australasian consultancy firms that specialise in the area of work and family, suggest that “work and family strategies are designed to assist staff to balance work and family responsibilities. Effective strategies benefit both employers and employees” (p.8). This definition considers the benefits to both employers and employees of developing effective work and family strategies within an organisation.

When examining the issue of family friendly workplaces, it is important to con-

sider both what a family friendly workplace is and is not. There is an assumption that a family friendly employer is one that allows employees to bring their children to work, but 'family friendly' is much broader than this. Some employers do allow their employees' children in the workplace. For example, at Auckland-based City Typesetters, a company started 26 years ago by Lorna McIntosh, and described by Rose (1993):

Employees work part time in a high pressure environment, often staying into the evening to meet deadlines. As pre-school care closes at 5pm, McIntosh's husband goes on a 'kiddy run' each afternoon, picking up employees' children from daycare and school. Back at the office, the children ... do their homework, watch television in the lunchroom or play outside in the backyard of the old villa, while their 'chauffeur' makes them a sandwich.
(p.48)

However, this is just one of the many different initiatives a family friendly employer might offer employees. In some organisations, because of safety and health regulations, children are not allowed into the workplace, thus preventing some employers from offering this as an initiative.

Family friendly workplace initiatives are not just for women, which is another common misinterpretation of the term 'family friendly'. While women tend to be the primary caregivers of dependants, this is not always the case. More men are assuming the role of primary caregivers of dependants (Statistics New Zealand, 1998a), and there is also an increasing number of men who want to spend more time with their families. The number of one-parent families headed by a male has grown from 19,083 families in 1986 to 28,491 families in 1996 (Statistics New Zealand, 1998b). Henderson (1999) states that "men, too, are demanding more time to be involved in family life" (p.E6). A survey commissioned by the Australian Department of Family and Community Services found that Australian fathers were feeling stressed from trying to "juggle the demands of being a modern parent with longer working hours ... although the desire to spend more time with their children had increased, so too had the hours men were working"

(“Australian dads stressed: survey”, 1999). This suggests that family friendly initiatives may benefit equally both men and women. In an organisation which seeks to be a family friendly workplace, the family friendly initiatives available to employees are likely to be available equally to all employees - to men as well as to women. Family friendly is not the same as women friendly.

2. Family friendly workplace initiatives

Many different family friendly workplace initiatives can be implemented in an organisation to meet the needs of both employees and the organisation. The more commonly utilised initiatives include the following:

- flexible time options such as flexible working hours or part-time work, and flexible place of work options such as working from home; and
- dependant care options such as childcare and eldercare.

The potential benefits that can result from successfully implementing family friendly workplace initiatives include the following:

- reduced turnover (Johnson, 1995; Top Drawer Consultants & Families at Work, 1996),
- increased return following parental leave (McBride & Wallace, 1997; State Services Commission, 1996),
- reduced absenteeism (Gunderson, Rozell & Kellogg, 1995; Pitt-Catsoupes & Bankert, 1998; Top Drawer Consultants & Families at Work, 1996; Wolcott, 1991),
- increased productivity (Callister, 1996; Gundersen et al., 1995; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Tudhope, 1994),
- improved employee morale (Gundersen et al., 1995; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Wolcott, 1991),
- improved recruitment and retention of staff (Callister, 1996; Grover & Crooker, 1995; Gundersen et al., 1995; Johnson, 1995; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Wolcott, 1991).

3. New Zealand studies

So far there have been five major research projects published on work and family in New Zealand – Callister, 1996; Families at Work and Top Drawer Consultants, 1995; Ministry of Women's Affairs, 1993; Top Drawer Consultants and Families at Work, 1996; Tudhope, 1994. These projects are explored in greater detail in the literature review of this thesis.

Callister's (1996) work on family friendly workplaces appeared in *New Zealand Sociology*. The article discussed general issues and included an outline of the potential advantages and disadvantages of family friendly workplaces. However, because of the general nature of the article, certain issues were left unexplored, such as the impact of family friendly workplaces on managers and employees, the perceptions of family friendly workplaces within organisations, and the operational issues of developing and implementing family friendly workplace initiatives.

The research project undertaken by Families at Work and Top Drawer Consultants (1995) was a joint project of the Ministry of Women's Affairs, New Zealand Employers' Federation and the Equal Employment Opportunity Trust. Families at Work are "a consultancy firm which specialises in employer-supported work and family policies. It provides consultancy services to private sector companies, statutory authorities, government departments and unions throughout Australia and New Zealand" (Top Drawer Consultants & Families at Work, 1996, p.2). Top Drawer Consultants is "a leading New Zealand work and family consultancy that has extensive contacts with New Zealand organisations and expertise in: work and family; workplace change; equal employment opportunities; prevention of sexual harassment; research; management training" (Top Drawer Consultants & Families at Work, 1996, p.2).

The 1995 project culminated in the publication of the book *Work and family directions: What New Zealand champions are doing*. The authors explain that

“Fifty five employers participated in the nationwide project over a twelve month period in 1994 and 1995. The project was designed to assist employers who were prepared to make a commitment to enhance work and family policies within their organisation and to develop ‘best practice’ family-friendly strategies” (p.7). Examples of policies and practices that project participants had implemented, or were in the process of implementing, were included in the publication. Although this was a comprehensive study, it emphasised employer and manager views of family friendly workplaces, leaving many employee-related questions unanswered. It was also specific, focusing on one family friendly initiative in an organisation, rather than the overall range of initiatives offered by the organisation.

Top Drawer Consultants and Families at Work produced a second publication arising from the project which examined what New Zealand “champions” were doing in the area of work and family (Families at Work & Top Drawer Consultants, 1995). In this second publication, *Work and family: Steps to success*, the work and family issues examined included: what prompts organisations to develop family friendly initiatives; how organisations decide what family friendly practices to implement; and how managers can implement family friendly practices in their organisation. This publication was aimed at helping employers and managers develop and implement family friendly workplace initiatives in their organisations and included a checklist for managers. It was therefore also narrow in its interpretation and potential audience.

Ring the changes, a study conducted by the Ministry of Women’s Affairs, collected information from a nationwide phone-in to help develop policy advice to government on the issue of work and family as well as other issues related to women in the workforce. Again, this was a comprehensive study, with 50 employers and 764 employees participating. Two themes appeared throughout the project, flexibility and trust. Both employers and employees attached a high value to flexibility and considered that “developing and maintaining trust between supervisors and staff was essential to the smooth running of any ‘family friendly’

practices” (Statistics New Zealand, 1994, p.119). This project was limited in that it was unable to align the answers given by employees with those of employers to see if commonality appeared in each of their perspectives on work and family in their organisations.

Tudhope (1994) developed a questionnaire and distributed it to 450 employees and managers in three large organisations in Auckland. She received 105 responses to the questionnaire, a response rate of 23 percent. In her research project there was a focus on organisations in the Auckland area and on family friendly policies within these organisations. Childcare was a major issue at the time and became a major theme of the research. Although initiatives such as “alternative work schedules” (p.40), relocation policies, and parental leave were included in the discussion on family friendly policies, the focus was on dependant care policies, in particular, childcare, which was highlighted as a major need by employees. Tudhope examined the consultation process surrounding family friendly initiatives, and knowledge of and access to family friendly policies, which are also discussed in the current study. However, the ensuing evolution in the area of work and family since Tudhope’s research, necessitates more up-to-date information. While Tudhope’s findings have advanced the knowledge of family friendly workplaces in New Zealand, a more current project with a broader focus and updated findings is necessary to benefit both the academic community and organisations. As changes occur in the area of work and family, with further broadening from ‘family friendly’ to ‘worker friendly’ or ‘employee friendly’ initiatives, an update will be needed in the future when this terminology becomes more accepted and recognised.

Other competent publications in the area of work and family in New Zealand have tended to focus on practical issues rather than having a rigorous theoretical underpinning. Examples include *How can we help? Families and the workplace – a guide for employers* (Ryan & Torrie, 1999), which outlines what a family friendly workplace is, and demonstrates what some New Zealand organisations are doing in the area of work and family. Ryan and Torrie (1999) also examine some of the

costs and benefits of implementing family friendly practices. *Work and family: A guide for managers*, a publication by the State Services Commission (1994), also defines what a family friendly workplace is, explains how an organisation can develop a family friendly workplace, and describes New Zealand organisations that have developed and implemented family friendly workplace practices. *Work and family: Ideas for managers and supervisors* is a publication prepared by Top Drawer Consultants (1996b), and is also a practical guide for managers and supervisors. Journals that carry articles in the area of work and family include *New Zealand Management* and *New Zealand Business*, both of which are professional rather than academically oriented publications.

The EEO Trust, an organisation established to encourage organisations to develop EEO policies and programmes both in the public sector and in the private sector is also involved in research and publications in the area of work and family. The EEO Trust is a membership-based organisation resourced by donations from member organisations in New Zealand. The EEO Trust also encourages New Zealand organisations to implement family friendly workplace initiatives. To that end they have assisted in the development and publication of such research such as *Work and family directions: What New Zealand champions are doing* (Families at Work & Top Drawer Consultants, 1995) and *Work and family: Steps to success* (Top Drawer Consultants & Families at Work, 1996). The EEO Trust also established the EEO Trust Work and Family Awards, which first took place in 1998. To be eligible to enter the awards, organisations must be members of the EEO Trust Work and Family Network. The awards culminated in the publication of a booklet *New Zealand's best employers in work and family: 1998 EEO Trust work and family awards*. The EEO Trust Work and Family Network “encourages subscribers to initiate work and family policies in their workplaces within the context of providing equal employment opportunities” (EEO Trust, 1999, p.16). The Network’s subscribers are New Zealand organisations which receive a copy of the *Work and family file*. The file provides “up-to-date local and international work and family information, facilitates contacts between subscribers and co-ordinates Network

events, including the annual EEO Trust Work and Family Awards” (EEO Trust, 1999, p.16). The EEO Trust also conducts an annual EEO Trust Index, a measure of diversity in New Zealand workplaces. A survey questionnaire is sent out to all members of the EEO Trust Employers Group, which in 1998 numbered “1784 organisations mostly of 50 plus employees” (EEO Trust, 1998b). Questions on work and family form part of the questionnaire.

Previous studies on work and family undertaken in New Zealand so far have left many gaps still in the knowledge of work and family and family friendly workplace practices. Issues as yet unaddressed include: which potential work and family conflict situations are experienced most commonly by employees; what degree of conflict employees feel between work and home responsibilities; what perceptions are held by managers, employees and organisational stakeholders of the consultation process both before the development and implementation of family friendly workplace initiatives and during the ongoing consultation process; what is the communication process surrounding the development and implementation of family friendly initiatives; and do employees feel the family friendly initiatives are offered to all employees equally. These and other issues associated with the development and implementation of family friendly initiatives warrant a more in-depth investigation. Increased knowledge concerning the effect family friendly workplaces have on employees and stakeholders, and on the organisation will contribute to the overall understanding of work and family in New Zealand. A study with a wider range of questions put to a larger range of constituents with a greater depth of analysis is needed. Contributing to the work and family literature and providing a greater understanding of the various work and family issues benefits organisations, employees and constituent groups. Having family friendly workplace initiatives that are ineffective can result in a negative experience for all concerned.

This study

This study developed as a consequence of the author's personal experience as a working parent encountering the need to balance work and family responsibilities and recognising the importance of family friendly initiatives in helping to balance these responsibilities. Further, as EEO coordinator and change agent at Nelson Polytechnic, the author identified divergent stakeholder perceptions of family friendly workplace initiatives, for example, divergent perceptions of which initiatives were available to employees. This stimulated an interest in the need to examine these anomalies in greater depth. The author also recognized the importance of developing practical guidelines or suggestions for human resource practice in the area of work and family. Therefore, this study emerged as an examination of the current state of family friendly workplaces in six New Zealand organisations with a view to developing suggestions for human resource practice.

“Empiricists attempt to describe, explain, and make predictions through observation” (Cooper and Schindler, 1998, p.26). To this end, the author favoured the empirical approach as a means to describe and explain the differing perspectives of family friendly workplaces by examining family friendly workplaces in six New Zealand organisations, with a view to informing human resource practitioners about family friendly workplaces. The author selected a questionnaire for employees and interviews with other stakeholders as the methodologies for collecting information about stakeholders' perceptions of family friendly workplaces to 'describe, explain, and make predictions'. Further, because the research focuses on businesses, the author felt it was important to develop some practical outcomes or guidelines that human resource practitioners could utilise.

The study examines family friendly workplace policies, practices and initiatives from the viewpoint of organisation stakeholders or constituents. Stakeholders are “any constituency in the environment that is directly affected by an organization's decision and policies” (Robbins, 1994, p.127). In this study stakeholders include

employees, human resource managers, CEOs, union officials, and other relevant constituents such as the EEO Trust and the State Services Commission. The study explores issues such as managerial motivation to develop and implement family friendly workplace initiatives, presents views on the consultation process surrounding the development and maintenance of family friendly initiatives, and determines whether the family friendly initiatives offered by the organisation meet the needs of employees.

4. Research objectives

To examine the impact family friendly workplace policies and practices have on managers, employees and stakeholders, five objectives were developed at the beginning of this research project:

Objective 1

The first objective is to outline the historical context of management which contributed to the development of work and family programmes and family friendly workplace initiatives.

Objective 2

The second objective is to outline the development and current situation of the family friendly workplace both within New Zealand and overseas. Issues included are:

- workplace demographics, such as increased participation by women in the workforce,
- organisational policies and procedures that help or hinder employees' ability to balance work and family responsibilities, and
- stakeholder and government or government agency input.

Objective 3

The third objective is to consider the future of family friendly workplaces and family friendly workplace initiatives in New Zealand. This includes:

- management, employee and stakeholder views on the future of family friendly workplaces, and
- how best to foster and develop, implement, evaluate and maintain family friendly workplace initiatives within organisations.

Objective 4

The fourth objective is to examine the impact of family friendly initiatives on managers of people within specific organisations, and to compare managerial views with those of employees, specifically:

- managerial motivation to incorporate a family friendly workplace culture and family friendly initiatives,
- managerial views of the prior and ongoing consultation process,
- managerial views of family friendly initiatives currently offered within the organisation,
- managerial views of the appropriateness of currently offered family friendly initiatives,
- whether managers believe family friendly initiatives are offered fairly and consistently, and
- how employees find out about family friendly initiatives the organisation offers.

Objective 5

The final objective is to examine the impact of family friendly initiatives on employees within specific organisations, and to compare employee views with those of managers. Included are employee views on:

- the prior and ongoing consultation process,
- family friendly initiatives currently offered within the organisation,

- the appropriateness of currently offered family friendly initiatives, and whether initiatives are meeting employee needs,
- whether employees believe family friendly initiatives are offered fairly and consistently, and
- how employees find out about family friendly initiatives the organisation offers.

5. Chapter outlines

Chapters Two, Three and Four provide the historical and theoretical background to this study. These three chapters relate to Objectives One and Two: the historical context of management which contributed to family friendly workplaces, and the development and current situation of family friendly workplaces in New Zealand and overseas.

Chapter Two begins with a history of management and changes in management thinking which, along with changes in organisations' external and internal environments, led to the development of family friendly workplace policies, practices and initiatives. The historical development section utilises information from Great Britain, as this is where the separation of work from home and family first occurred with the advent of the Industrial Revolution. Great Britain was also where many theories and schools of thought on management first evolved as a consequence of the need to focus on managing workers in new factories. Historical information from the United States is also included where appropriate. The awareness of a work-family linkage, and the accompanying consideration of the potential challenges and benefits, was first recognised by academics in the United States (Rapoport & Bailyn, 1996). Thus, the situation in the United States is examined first. This is followed by a more thorough investigation of the New Zealand situation.

Chapter Three looks at family friendly workplace definitions, followed by an examination of the main theoretical perspectives relevant to the issue of work-

family. The stages of development of the family friendly workplace are outlined and the major constituents of each stage of development are considered. The various family friendly initiatives available for organisations to implement are examined, along with the benefits and challenges associated with the introduction of a family friendly workplace culture and family friendly workplace initiatives.

Chapter Four builds on the historical and theoretical discussion of the family friendly workplace and examines the importance of organisational culture and the development, implementation and ongoing commitment to family friendly initiatives. The role of senior management, supervisors and peers in the development and implementation of family friendly workplace initiatives is discussed. Potential barriers associated with the development and implementation of family friendly workplace initiatives are also outlined in this chapter, as is the issue of responsibility.

Chapter Five discusses methodology, and starts with an examination of the case study method and a discussion of the criteria and sampling methods utilised in this study. Data for this research project was obtained from a variety of sources: a questionnaire distributed to employees; interviews with human resource managers, chief executive officers (CEOs), and union officials (where appropriate); and documentary evidence and archival documents. A discussion of the survey design is presented next. An analysis of the data completes the chapter.

Chapter Six describes and interprets the results obtained from the data collected from the six research sites. The chapter begins with an examination of the response rates obtained from the survey methods used in the study, together with a discussion of the non-response bias relevant to the study. An account of the results obtained from the questionnaire distributed to the employees of the six participating organisations are presented first, followed by the results from interviews with human resource managers, CEOs, union officials, and other stakeholders.

Chapter Seven discusses and interprets the results obtained from the participants in this study and sets the findings from this project within the context of previous research undertaken in the area of work and family. Several issues are highlighted as a result of the surveys, and these are discussed in greater detail.

Chapter Eight presents the conclusions formulated from this project based on the findings. Discussion of the potential future of family friendly workplaces and family friendly workplace initiatives concludes the chapter.

Chapter Nine includes discussion of the limitations associated with this research and outlines possible directions for future research. Emerging themes in the area of work and family are also examined.

Chapter Two

History

Introduction

This chapter examines the historical context of management and changes in management thinking which, along with changes in organisations' external and internal environments, led to the development of family friendly workplace initiatives.

Prior to the Industrial Revolution, the British economy was primarily agrarian and the majority of people worked from or near home. The separation of work from home at this stage was not an issue because there was little or no separation. However, when production moved to the factories and cities and away from the home, it brought with it a separation of work and family. Management theorists and thinkers of the time, for example, Frederick Winslow Taylor (1856-1915), concentrated on utilising workers to their fullest extent to increase productivity. This approach did not allow for the fact that the workers (who tended to be men) would need organisational initiatives in place to help them cope with the balancing of work and family responsibilities.

Indeed, societal thinking reinforced the belief that men should work and women should stay at home and look after the family. The marriage bar and the concept of the family wage reinforced this. The marriage bar meant that women were either forced out of their jobs and into the home upon marriage or, if they were

married they were unable to enter the workforce. The family wage meant a male breadwinner was entitled to earn enough to support a dependent wife and children. The family wage did not apply if the breadwinner was a female (Lewenhak, 1980). A further aspect to the origins of the social attitude that men should work and women should stay at home was legislation such as the Mines Act and the British Factory Acts. Lewis (1992, p.399) suggests “the main purpose of the nineteenth-century protective legislation was to ensure that women were available to care for children.” Philanthropists advocated the view that a ‘woman’s place is in the home’ and succeeded in passing through the British Parliament the Mines Act of 1842, excluding women from underground work (Mathias, 1969). In part this was due to the appalling conditions in the mines, with evidence of pit women having strained backs and legs, distorted bodies and miscarriages (Lewenhak, 1980) but also it comprised an effort to encourage women to remain at home. There was no doubt that most women wanted to leave the pits, but they did not want to exchange even this work for unemployment. When the Mines Act excluded them from underground work and they could not find other work they were resentful. Many women continued to work underground after the Act, and some dressed as men in order to earn a living (Lewenhak, 1980). Further legislation, such as the British Factories Acts, sought to reinforce the ideology that a woman’s place was in the home, while men participated in the paid workforce. This ideology precluded the concept of the family friendly workplace being developed. The time was not right.

In the 1930s, 1940s and 1950s, society gradually started to show greater acceptance of women and mothers in the workforce, which enabled the evolution of the family friendly workplace to commence. Other changes also reinforced the need to develop family friendly workplaces: demographic changes which saw women and mothers entering the workforce in increasing numbers; legislative changes which sought equity for women, mothers and other minority groups; the demise of the marriage bar (Lewenhak, 1980); and workplace changes such as

technological advances.

1. History of management

As a career and a discipline, management, which is often defined as getting things done through people (Drucker, 1977; Robbins, Millet, Cacioppe & Walters-March, 1998; Stoner, Yetton, Craig & Johnson, 1994; Wren 1994), is usually understood to have emerged from the time of the Industrial Revolution, as “with size [large-scale production] came the need for managers” (Wren, 1994, p.54). Similarly, Robbins (1994, p.30) states: “It has been only in the past several hundred years, particularly in the last century, that management has undergone systematic investigation, acquired a common body of knowledge, and become a formal discipline for study.” But management activities such as planning, leading, organising and controlling have occurred for thousands of years. Historical examples of management activity include the building of the Egyptian Pyramids and the Great Wall of China. However, it was probably the Industrial Revolution that was the most important pre-twentieth century influence on management, as the “Industrial Revolution made it more economical to manufacture goods in factories, which, in turn significantly increased the need for applying management techniques to production operations” (Robbins, 1994, p.54).

Prior to the Industrial Revolution “economic theory focused on two factors of production, land and labor” (Wren, 1994, p.38). During the seventeenth century, the ‘household’ was an important unit of the ‘domestic economy’. The ‘household’ came in many forms; the great house with domestic servants, the farm with living-in servants, and the handcraft industry with apprentices living under the same roof as their master (Mathias, 1969). Production tended to be very small scale and the methods were invariably labour-intensive: “since the production techniques involved little use of bulky machinery there was rarely any need for specialised premises” (Lawrence & Lee, 1984, p.4).

The introduction of machine power during industrialisation, combined with the

division of labour (the breakdown of jobs into narrow, repetitive tasks) made possible the establishment of large efficient factories using power driven equipment. These factories ultimately needed the managerial skills of **planning**, leading, organising, and controlling.

When Great Britain industrialised at the end of the eighteenth century, the newly set up factories required the management of people (human resources) and other resources. A need for greater control of these resources also developed. Moreover, because of the bulky power-driven machinery, management needed to place workers in a centralised location, rather than in many separate locations as had been the norm in the past. The centralisation of workers also meant that management gained greater control over the workforce:

The industrial revolution marked a fundamental change in the separation of work and family life. On the farm, families worked together from dawn to dusk, intermingling work and family responsibilities, subject to the particular demands of the day.
(Perlow, 1998, p.328)

Prior to the Industrial Revolution, home and work were not separate spheres; there was integration as family members worked together, mostly at home or in the home environs. However, “as industrial work sites developed away from home and village, domestic life became excluded from organizational concerns” (Pringle & Tudhope, 1996, p.77). As workers changed from working at home to working in centralised factories, there was an organisational need to manage this workforce. “Close supervision of workers was desirable, because of the need to maintain quality, precision, or constant operation of machinery ... control and efficiency was (sic) paramount, even if it was to the detriment of the family” (Liddicoat, 1992, p.15).

Immediately prior to, and after the time of the Industrial Revolution, a number of social, political, economic and technological factors led to and reinforced the separation of work from home.

In most industries, apart from “large-scale manufacturers in cotton spinning, iron masters and a few large-scale Birmingham industrialists” (Mathias, 1969, p.165), there was an intermediary step between pre-industrialisation, where the household was the centre of craft production, and industrialisation, when more people tended to work at a centralised factory. This was the ‘putting out’ system, which remained a pivotal aspect of most branches of production in the eighteenth century (Mathias, 1969). Under the putting out system, a merchant would specify which products they would be willing to purchase from artisans who worked from home. However this system did not last, and by the end of the eighteenth century (Mathias, 1969) merchants “turned away from the putting-out system of manufacture to investing in large workplaces in which they concentrated their labourforce under one roof” (Lewenhak, 1980, p.149).

Legislation of the time included a number of Factory Acts. The 1844 British Factory Act was the world’s first law introduced to improve working conditions for adults. It also imposed a twelve-hour working day for adult women. This was subsequently followed by the 1847 Factory Act, which reduced the hours further to ten. A number of Acts also sought to improve the hours of work and working conditions for children. The 1802 Act forbade the employment of child apprentices for more than twelve hours a day and prohibited their working overnight. The 1833 Factories Regulation Act sought to limit the hours of work for children to eight hours a day.

Although these Acts were designed to improve working conditions for women and children in particular, and were probably undertaken on humanitarian grounds, the effect was to separate children from their parents for part of the day and to reinforce the ideology that work and family should be separate spheres. There were also changes in the management of workers and the evolution of management as a science.

Scientific management

The Industrial Revolution, which had begun in the eighteenth century in Great Britain, crossed the Atlantic to America by the end of the American Civil War. An American, Frederick Winslow Taylor (1856-1915), published a book in 1911, *Principles of scientific management*, describing the theory of scientific management. Scientific management involved the use of scientific methods to define the 'one best way' for a job to be done:

In order to determine the best way to perform a job, Taylor observed the job and then broke it into small, identifiable units, which he called *elements*. He was able to critically evaluate the tools that were used, the methods and the time taken to complete each element. Based upon that critical analysis, Taylor redesigned the tools as well as the methods being used to maximise an individual's output. This design included the addition of rest pauses which allowed the worker time to recover from fatigue.
(Gilbert, Jones, Vitalis, Walker, Gilbertson, 1995, p.37)

Taylor found that by doing this he could increase productivity by 200 percent or more (Robbins, 1994, p.34). Taylor reaffirmed the role of managers to plan and control, and the role of workers to perform as their managers instructed. In essence workers were treated like machines, encouraged to work harder and faster to gain more productivity and, as a consequence, effect a greater monetary return for the owners and managers of these early factories. The methods aroused controversy:

Managers were attracted to the methods, which they saw as increasing outputs and resulting in increased profits. Workers' representatives, on the other hand, accused Taylor of exploitation of employees for the sake of economic gain.
(Gilbert et al., 1995, p.38)

Taylor's work is often criticised and "it is fashionable today to look down on Taylor for his outdated psychology, but Taylor was the first man in history who did not take work for granted, but looked at it and studied it" (Drucker, 1977, p.29). For thinkers like Taylor the idea of attempting to reduce any conflict workers felt between the roles of work and home would have been alien. A

number of factors prevalent at the time contributed to this thinking, that is:

- it was mostly men who were in the paid workforce,
- increases in productivity were paramount, and the emphasis was on utilising new technology to its fullest extent, and
- managers and owners did not take an holistic approach to work and workers, i.e., they thought of the worker as merely another resource, not as a worker *and* a family person.

The ideology of the time is evident in such speeches by F.W. Taylor as ‘The Principles of Scientific Management’, which he presented at a conference at Dartmouth College in October 1911 and excerpts from ‘Shop Management’, which he presented at a meeting of The American Society of Mechanical Engineers in 1903. Whenever he talked about workers he called them ‘workmen’ and the only mention of family was in connection with the fact that these workmen would teach their children about work habits: “The doctrine is preached by almost every labor leader in the country, and is taught by every workman to his children as they are growing up” (Taylor, 1970c, p.74).

Other social, economic, political and technological factors of this time dictated and reinforced the ideology that a worker came to work unencumbered by ‘his’ family. At this stage, there was no notion that workers might have felt a conflict between work and home. The lack of an holistic view of a worker meant no consideration was given to the potential of family friendly workplace initiatives. The prevalent view was that men worked, and whilst at work they should be unaffected by any non-work activities or issues such as home and family. There was also a preconceived notion about the role of women in society. The view was that women did not, and indeed should not participate in the paid workforce. Their role in society was to remain at home to care for the family and give support to the male worker and income earner. The two roles of family caregiver and worker were to be kept separate. There was no

perceived role conflict and therefore no need for organisations to develop initiatives that might help workers to balance work and family responsibilities. Conflict between work and family was not an issue at this stage.

Rapoport and Bailyn (1996, p.11) suggest that “since the Industrial Revolution, American society – its workplaces, school, families and communities – has been organized as if only men go to work and only women stay at home. This view has never coincided with the reality of most people’s lives.”

Human relations movement

In the early twentieth century many managers began to recognise the importance of the human factor in an organisation’s success (Robbins, 1994; Rudman, 1999). An early advocate of the importance of human resources was a Scottish businessman, Robert Owen (1771-1858). He was “repulsed by the harsh practices he saw in factories across Scotland – such as the employment of young children (many under the age of ten), thirteen-hour work days, and miserable working conditions” (Robbins, 1994, p.38). In an address to employers and superintendents, Owen (1970) argued they should devote as much attention to the ‘vital machine’ (the worker or human being) as to ‘inanimate machines’. In the same address he states:

But when you may have ocular demonstration that, instead of any pecuniary loss, a well-directed attention to form the character and increase the comforts of those who are so entirely at your mercy will essentially add to your gains, prosperity, and happiness; no reasons except those founded on ignorance of your self-interest, can in future prevent you from bestowing your chief care on the living machines which you employ; and by so doing you will prevent an accumulation of human misery, of which it is now difficult to form an adequate conception.
(p.14-15)

Owen's ideas facilitated the development of the ideology of a humanistic approach to management and provided a basis for much of what is now called the Human Relations approach to management. As Gilbert, Jones, Vitalis, Walker and

Gilbertson (1995, p.46) explain:

Human relations theorists took up some of the concerns anticipated by Robert Owen and, in particular, emphasised the attitudes and behaviours of workers and group processes. The role of the manager was one of motivating workers rather than controlling or standardising performance.

This human relations approach marked the shift away from the ‘people-as-machines’ ideas of F.W. Taylor to the idea of human resources being an important ingredient in the success of an organisation. There was a move away from neglect of the human factor, a view that put productivity above individuals, to acknowledge that workers were an important asset to an organisation and should be treated with respect. Respect for workers was an ideology that would later in the twentieth century pave the way for ‘work-family’ or ‘family friendly’ initiatives to be developed and implemented in organisations.

2. Development of family friendly workplaces

As discussed in Chapter 1, a family friendly workplace is one in which management first finds out what would help employees reduce any potential conflict between work and family responsibilities and then introduces appropriate family friendly policies and practices (State Services Commission, 1994). There are a variety of work-family strategies which an organisation can put into place to help employees with work-family responsibilities. Work-family strategies and considerations can include:

- having family friendly initiatives available to all staff. These initiatives could be in the form of flexible work hours, flexible leave, and childcare facilities (Families at Work & Top Drawer Consultants, 1995; Johnson, 1993a; Top Drawer Consultants & Families at Work, 1996),
- recognition of the importance of management’s role in the consultation process and the dissemination of information to staff about the family friendly initiatives available (Milliken et al., 1990; Rapoport & Bailyn, 1996; Rodgers,

- 1992; Shilton, 1993), and
- management's role in encouraging staff to utilise the initiatives available to them to help them to balance their work and family responsibilities (Milliken et al., 1990; Rapoport & Bailyn, 1996; Rodgers, 1992).

Until the early 1960s, it was unlikely that organisations would help their employees cope with the often conflicting demands of work and home by offering family friendly workplace initiatives. Work and family policies and procedures were not considered until the latter part of the twentieth century. Prior to this time, many managers, employers and also co-workers were unreceptive to such an ideology as family friendly workplace initiatives.

However, social, political and economic developments in the latter part of this century have highlighted the importance of implementing family friendly initiatives in the workplace. These developments include:

- increasing numbers of women entering and remaining in the workforce (Statistics New Zealand, 1993a),
- increasing numbers of women with pre-school and school-age children entering and remaining in the workforce (Statistics New Zealand, 1993a),
- workforce diversity (Rudman, 1994),
- legislation, for example Equal Employment Opportunity (EEO) legislation,
- men as sole parents/primary caregivers (Statistics New Zealand, 1998a),
- an aging population coupled with a governmental push for 'community care' (Statistics New Zealand, 1998a),
- women owning their own businesses (Statistics New Zealand, 1998a),
- more women graduates (Statistics New Zealand, 1998a),
- couples earning dual incomes, often through economic necessity (Statistics New Zealand, 1998a),
- the changing structure of families, such as the decline in family size, delayed parenthood, sole parents (Sorrentino, 1990; Statistics New Zealand, 1998a),

- changes in the workplace (Dewe, 1990).

Although this thesis examines family friendly workplaces, and by definition the concept of 'family' extends beyond just women, there is a need to concentrate on the statistics related to women. Women are more likely than men to be the main caregivers of children and other dependants. Women also tend to do the bulk of the 'unpaid' work in society. "The responsibility for doing chores tends to follow traditional patterns, with women mainly responsible for doing the laundry, caring for sick family members, shopping for groceries, and deciding what to have for dinner, and men mainly responsible for doing small repairs around the house" (Gendall & Russell, 1995, p.5). Compared to men, women are also more likely to experience conflict between work and home. Therefore they are more likely to benefit from family friendly workplace initiatives and policies. The role of women is clarified as follows:

All New Zealand's social systems, economic structures and institutional arrangements for resource allocation and political influence, from family to firm, from church to the corporate sector, have been based on the assumption that women will be the predominant suppliers of unpaid domestic service for young children, elderly or other dependent relatives and male income-earners. This assumption has underpinned all social, economic and political systems, regardless of the historical or cultural differences amongst women. Yet ... one of the most striking features of recent history is the real erosion of this assumption. (Department of Statistics, 1990, p.9)

Along with the weakening assumption that men should be in the paid workforce and women should be at home, Gendall and Russell (1995) suggest that New Zealanders support the trend towards an increasing participation by women in the workforce. However, they note that many people are concerned about the impact on families of working mothers, particularly if the mother is working full-time and the children are of pre-school age.

Gendall and Russell (1995, p.9) further state that "although women are achieving some equality with men in the workplace, in the home, traditional

roles are changing more slowly. In most households men still earn most of the income and women still do most of the housework.” This adds more weight to the argument that women are more likely to feel any conflict between work and home and therefore more likely to benefit from family friendly workplace initiatives and policies.

Work and family in the United States

Family friendly initiatives were first developed and implemented in organisations in the United States. As early as the 1960s, U.S. academics first recognised that some workers found the balancing of their work and family roles stressful:

An early academic statement linking work and family was the 1965 paper by Rhona and Robert N. Rapoport on “Work and Family in Contemporary Society”. Thereafter, research showed that individuals can suffer when work becomes primary in their or their family members’ lives.

(Rapoport & Bailyn, 1996, p.12)

During and immediately after the Industrial Revolution, the ideology was that men’s role was to be in the paid workforce and women should remain at home to care for the family. However, during times of national emergencies, such as the American Civil War and World War I, when there was a need for women to work outside the home, some employers opened temporary childcare centres to accommodate these women (Rapoport & Bailyn, 1996). This happened again during World War II, when again employers sponsored childcare centres, this time with government support (Rapoport & Bailyn, 1996). Between the two world wars, however, this childcare was not available, and when men arrived back from the war, women were expected to relinquish their jobs to men and go back to their unpaid role of family carer. After the Second World War, a lot of women resisted the attempts to push them out of their jobs, and were aided in their attempts to retain their positions by the post-war

economic boom. As Novitz (1987, p.30) explains:

Meeting post-war expectations that families should have fridges and washing machines often required that married women sought paid work ... While attempts were being made to revive nineteenth-century ideals of the domesticated woman, the proportion of women in full-time employment who were married rose steadily between 1945 and 1956.

But the ideology that women, and especially mothers, should not participate in the paid workforce was still prevalent. This ideology was further reinforced by the work in the 1950s, 1960s and 1970s of John Bowlby, a Kleinian-influenced social psychologist. He asserted that if a child did not have the constant attention of its mother during early childhood, then that child would be considered to be a victim of 'maternal deprivation'. Bowlby's writings caused much controversy and interest, with flow-on implications both for women who wished to be in the paid workforce and for those who offered childcare. However, although Bowlby's work had an impact on public policy, such as the length of time children spent in large institutions, it did not have a major impact on women participating in the workforce in increasing numbers. Rapoport and Bailyn (1996, p.11) describe the changing situation:

With the beginning of the modern Women's Movement in the 1960s, women returned to the labor force, once again challenging the separation of work and family. Women's increasing participation in paid employment has been boosted by several factors. Equal opportunity legislation, passed in the United States and other countries during the 1970s, resulted in increased pressure for organizations to hire and promote women. Further, economic and demographic studies predicted a serious shortfall of skilled workers by the end of the century among traditional occupational groups. As more families sought to maintain or reach an adequate standard of living, women's earnings became increasingly critical to family income.

Demographic changes in the structure and make-up of the workforce in the United States include an increase in participation by women and mothers in the workforce (Bernstein, 1991; Milliken et al., 1990). According to Young

and Kleiner (1992, p.24), “Only 2.5 per cent of married women were working in 1890, by 1978, nearly 50 per cent of them were employed.” The labour force participation rate of mothers increased to 71.9 percent in 1997, while the rate for unmarried mothers (single, widowed, divorced, or separated) increased by 3.2 percent to 75 percent (United States Bureau of Labor Statistics, 1998).

There has also been an increase in two career families. “In a recent report by the U.S. Department of Commerce ... 62% of American families have both husband and wife working full time” (Gunderson et al., 1995, p.58). The number of dual-worker families – those families in which both the husband and wife work – grew by “352,000 between 1996 and 1997, while the number of “traditional” families – couples in which only the husband was employed – declined by 145,000” (United States Bureau of Labor Statistics, 1999, p.1). These trends are also coupled with an increase in the number of mothers with children under 1 year old in the workforce. “About half the mothers with children of less than one year old are employed” (Young & Kleiner, 1992, p.24).

The effects of an aging population and the governmental push for community care of the aged also has had an impact on the workplace, as “an estimated one-quarter of workers already bear eldercare responsibility, and that proportion is likely to rise by several percentage points throughout the 1990s” (Shellenbarger, 1992, p.158).

These demographic changes to the structure and make-up of the workforce in the United States have meant that organisations are increasingly looking at the possibility of implementing practices within the workplace to reduce the potential impact of work and family responsibilities on both employees and the organisation itself. As Eichman (1992/93, p.389) notes:

Changes in the U.S. economy and shifts in demographics have rapidly

reshaped the family and the workplace. As U.S. companies confront an increasingly competitive global marketplace, employers are ever more concerned about their ability to attract and retain reliable, skilled workers so they can maintain a market edge. With both women and men thrust into the roles of worker and parent, the routine juggling of work and family responsibilities is likely to affect job performance.

This pressure has meant that many U.S. organisations are having to consider how they can help their employees better cope with their often conflicting roles of worker and parent.

Organizational involvement in work-family issues has evolved as a function of a number of important social, economic and political changes ... Early in the 20th century, corporations tended to “swallow the family and take over its functions” ... later, organizations attempted to separate the work and family spheres ... modern organizations have tended to approach them as a competing loyalty that has to be “pushed aside and excluded from business”.

(Goodstein, 1994, p.354)

More recently, there has been increased pressure on employers, both in the United States and further afield, to acknowledge that “family life and work have changed and that they are no longer separable as aspects of working parents’ lives” (Goodstein 1994, p.354).

Milliken et al. (1990) observed that up until the mid 1970s “it would have been almost unthinkable to observe strategic decision makers in large, powerful U.S. corporations arguing about the costs and benefits of providing different types of child-care or elder-care assistance for their employees” (p.91).

By the early 1990s, an estimated 6,000 organisations (10 percent of the six million United States employers) were providing some degree of support for their employees to help them cope with work-family issues (Eichman, 1992/93, p.389). This number continues to increase as “organisations who have implemented work-family programs propel work-family issues into the

mainstream agenda, making them legitimate business concerns” (Solomon, 1994, p.76).

3. The New Zealand situation

A number of demographic, legislative and workplace changes have occurred, and are still occurring, in New Zealand that have helped pave the way for and supported the implementation of family friendly workplace initiatives. Demographics will be examined first, followed by legislative changes, and finally changes within the workplace itself.

Demographics

The composition of the workforce in New Zealand has evolved from a predominantly male workforce, through to the 1990s and beyond, to one that is predicted to be composed of equal numbers of men and women (Statistics New Zealand, 1994). The types of work undertaken by both men and women have also changed. Women tended to work as teachers, nurses, cleaners; but this too is changing. Although there still tends to be occupational segmentation, there is more of a spread throughout occupations than previously.

The technological age has also meant that new jobs are being created in the information sector. Women have taken up these jobs in greater numbers than men have. Further, as women tend to be the main caregivers of children, the disabled and elderly relatives, and as men seek more time and input into family life, the boundary between work and family has become more difficult to define. Organisations are increasingly having to respond to these changes.

“Labour force growth and changes in labour force participation levels varied markedly for males and females between 1961 and 1991” (Statistics New Zealand, 1993b, p.264), where participation by women in the labour force increased by 182.5% (from 240,134 in 1961 to 678,390 in 1991). “It has been projected that by 2011 this upward trend will stabilise at around eight women

for every ten men in the labour force” (McGregor, Thomson & Dewe, 1994, p.1).

In New Zealand, as was the case in the United States, women formerly tended not to be in the paid workforce except during times of national emergency. Prior to the first world war there was a degree of animosity shown towards working women, especially mothers. This was, to some extent, suppressed during the war period and women were praised for helping the war effort (Liddicoat, 1992). However, it was widely felt that women’s paid work during wartime was a temporary phenomenon which would vanish when peace was declared. Indeed, this idea did come to fruition in part as “the end of the [second world] war heralded a headlong rush into marriage. There was a baby boom in nearly every post-war country” (Aitken, 1976, p.27).

By 1960 there was an emergence of new economic motivations for women’s work, and, perhaps most important for the future, the emergence of a more committed female work force ... Their participation in the work force was increasing rapidly, and many employers, as well as society as a whole, were having to make changes in their conceptualisation of working women, especially working mothers. (Liddicoat, 1992, p.54)

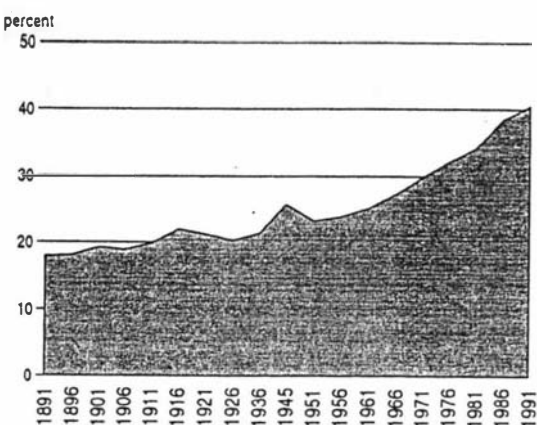
Women in the workforce

“New Zealand’s labour force is becoming more female” according to Rudman (1999, p.44). There are a number of reasons for this. Currently women outnumber men in the population as a whole. The *New Zealand official yearbook 1998* notes that overall there are 97 males to every 100 females (1996 census); however, this is in part due to the fact that women tend to live longer than men. At December 1997, women made up 44.6 percent of the workforce (Statistics New Zealand, 1998a).

The following figure from *All about women in New Zealand* (Statistics New Zealand, 1993a) shows the increasing numbers of women in the workplace from

1891 through to 1991.

Figure 2.1
Women as a proportion of the labour force, 1891-1991.



Note: For 1945-1991, the labour force included those employed for 20 or more hours per week or unemployed and seeking work.

Source: Census of Population and Dwellings, 1981 - 1991. (Presented in Statistics New Zealand, 1993a, p.80).

The graph shows that the number of women participating in the workforce since 1891 has increased substantially. Initially there was very little change in the proportion of women in the workforce, apart from periods of war (shown by the two 'peaks' around 1916 and 1945), however from 1961 onwards there was a steady increase in the proportion of women in the workforce. This increase coincided with a gradual decline in the number of men in the workforce (Statistics New Zealand, 1993a).

Participation for males [in the workforce] fell from 78.6 percent in 1986/87 to a recent low of 73.0 percent in 1992/93. In 1994/95 the participation rate for males has increased to 73.9 percent, while the participation rate for females increased from 54.3 percent to 55.1 percent. (Statistics New Zealand, 1996, p.66-67)

Women's increased participation in the workforce is predicted to continue:

Women are expected to continue joining the labourforce in greater numbers through to 2006. The declining trend in male employment is also expected to continue until then. Male and female participation rates are then expected to stabilise. As a result, growth in the female labourforce will outstrip that of males.

(Smith, 1993, p.42)

Increasing participation by women in the workforce is due to a number of factors. Declining fertility is one factor. Some women are either foregoing motherhood or delaying motherhood to concentrate on their career. Modern families also tend to be smaller than in the past. These factors are freeing up women so they are in a better position to enter the workforce or to remain in the workforce. Heightened consumer expectations created during the post-war economic boom have generated an increasing need for families to have two incomes to maintain their standard of living (Davidson, 1993).

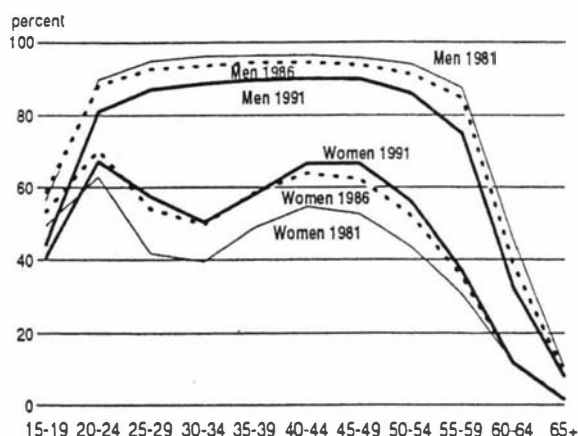
Women have always been active in the economy, but their growing presence in the paid labour force has been one of the most noticeable developments in New Zealand since World War II. The shift towards service employment has favoured women's entry into the labour force, and they are now remaining in paid employment for much longer periods of their lives than in the past.

(Statistics New Zealand, 1993a, p.81)

The following graph shows labourforce participation by age and gender for the years 1981, 1986 and 1991. The graph shows a reduction in participation over these years for men in almost all age groups from the highest participation in 1981, a slight reduction in 1986, and a larger reduction in 1991. For women, it is bi-modal, with a peak for women in the 20-24 age group and again in the 40 and 50 age groups. The 'dip' in women in their late 20s and 30s could be explained by childbearing, and by family obligations during these years.

Figure 2.2

Labour force participation by age and gender, 1981, 1986 and 1991.



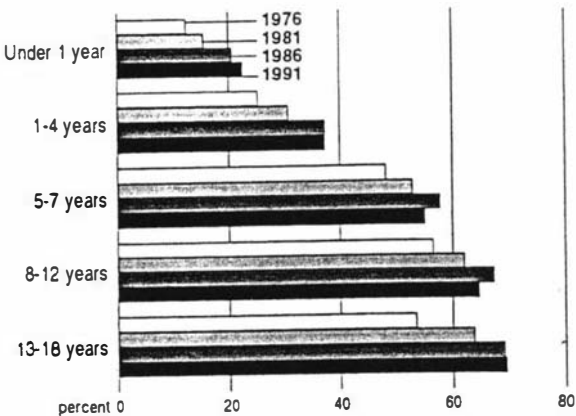
Note: Includes those employed for 20 or more hours per week or unemployed and seeking work, as a percentage of the population in each age group.

Source: Census of Population and Dwellings, 1981, 1986, 1991. (Presented in Statistics New Zealand, 1993a, p.82).

Mothers in the workforce

Coupled with the trend in increased participation by women in the workforce is the fact that “2 in 5 women whose youngest child was aged one to four years, and 1 in 4 women with babies under one year were in the paid labour force” (Statistics New Zealand, 1993a, p.89). The presence of children, especially children of pre-school age, remains a major factor affecting women’s participation in the workforce, but its impact has lessened more recently. “Generally speaking, the older the age of the youngest child, the more likely it is that a woman with children will be in paid employment” (Statistics New Zealand, 1993a, p.89). However, as outlined in the following graph, throughout the years 1976 – 1991 there has been an increase in numbers of mothers employed for the pre-school age groups of under 1 year and 1 – 4 years, a slight decline in level of employment by mothers with children 5-7 years and 8-12 years (primary and intermediate school years) during the years 1986 - 1991 although as noted on the graph there was a steady increase prior to this time, and for the 13-18 age group (secondary school years) the level of employment remains much the same for the period 1986-1991, however again there was a steady increase from 1971 - 1986.

Figure 2.3
Mothers employed, by age of youngest child, 1976-1991.



Source: Census of Population and Dwellings (unpublished). (Presented in Statistics New Zealand, 1993a, p.89.)

It is also interesting to note that mothers whose youngest child is under seven years of age are more likely to be in the workforce if they have post-school qualifications, if the child is of school age, and if they have an employed partner. (Statistics New Zealand, 1993a, p.89).

This trend towards an increase in workforce participation by mothers has highlighted the need for adequate, quality childcare, and the need for organisations to consider the potential conflict a mother or father may feel between work and home. As more mothers participate in the workforce, many organisations are finding it beneficial to consider such initiatives as flexible hours and flexible leave to ensure they meet the needs of their employees and to ensure the recruitment and retention of employees with family responsibilities.

Women and part-time work

Women are more likely to work part-time than men. This is despite an increase in the number of male part-time workers in the 1980s (Statistics New Zealand, 1993a). “In 1991, 8 percent of employed men worked part-time, compared with

31 percent of women in paid jobs” (Statistics New Zealand, 1993a, p.88). It is more likely that a woman will work part time if her youngest child is aged under twelve years, and if her husband or partner has an income of \$50,000 or more (Statistics New Zealand, 1993a).

There are an increasing number of part-time jobs available in a variety of occupations and industries. Often these part-time jobs are filled by women who see them as either a stepping stone to a full-time position, or see part-time work as an opportunity to balance work with family responsibilities.

Up to the 1980s, much of the increase in women’s employment can be explained by the growing availability of part-time work. Between 1961 and 1981, the number of women employed for 1-29 hours increased nearly five-fold, while the total number of employed women doubled. As a result, 3 in 10 employed women (31 percent) were part-time workers by 1981, up from around 1 in 6 (15 percent) in 1961.
(Statistics New Zealand, 1993a, p.87)

There was a slight decline in numbers of women working part time in the first half of the 1980s, but by 1991 “part-time workers made up the same proportion of the female labour force as in 1981 (31 percent)” (Statistics New Zealand, 1993a, p.87).

Education

Increased participation by women in education is associated with an increase in women pursuing careers. Women's share of all bachelor degrees granted at New Zealand universities rose from 25 percent to 45 percent between 1967 and 1987 (Jayne, 1990). Women are outnumbering men graduates from tertiary institutions. Of the degrees awarded in 1996, there were 10,194 female graduates compared with 7,469 male graduates (Statistics New Zealand, 1998a). “Female enrolments at universities not only dominate more traditional areas such as education but are now rivalling male places in professions such as medicine and law” (Jayne, 1990, p.19).

Often career women are the ones who delay marriage, or indeed decide not to marry, delay starting a family and so on. The average age of first marriage by women in New Zealand has gone up by 5 years from 22.2 years in 1976 to 27.1 years in 1996 (Statistics New Zealand, 1998a). The average age of new mothers (births to married women only) in 1964 it was 22.9 years, by 1992 it was 28.5 years (Statistics New Zealand, 1993a).

Families

There has been wide and varied debate on the meaning of the term 'family' (Bailyn, Rapoport, Kolb & Fletcher, 1996; Callister, 1996; Human Rights Act, 1993; Nicholson, 1996; Tudhope, 1994). The more traditional view defines a family as "a group based on marriage and biological parenthood, as sharing a common residence and as united by ties of affection, obligations of care and support and a sense of common identity" (Elliot, 1986, p.4). However, the term family has been broadened in scope to include a wide range of 'dependants' and 'carers'. "Indeed, the "consensual union" has become a more visible and accepted family type in several countries" (Sorrentino, 1990, p.41).

Many organisations in New Zealand, such as Nelson Polytechnic, have adopted a broader meaning of family to include "any person with whom you consider to have a significant affect (sic) on your life, and whose well-being affects the way in which you function" (Nelson Polytechnic, 1998 [Brochure]). This is important as it has major implications for the implementation of family friendly workplace policies and practices, in that family friendly workplace initiatives can be offered to a wider group of people, for example, step families and blended families.

Families are becoming smaller, and household composition patterns over the past several decades have been away from the traditional nuclear family – husband, wife, and children living in one household – and toward more single-parent households, more persons living alone, and more couples living together out of wedlock ... In conjunction with the changes in living arrangements, family labor force patterns have also undergone profound changes. Most countries studied have experienced a rapid rise in

participation rates of married women, particularly women who formerly would have stayed at home with their young children.
(Sorrentino, 1990, p.41)

According to Sorrentino, (an economist with the U.S. Division of Foreign Labor Statistics) four major trends have played a part in the transformation of the modern family. The first is fertility rates. Over the past century, women in industrialised countries have begun having fewer children, which has had important implications for the family. Perhaps the most significant effect of falling fertility is the opportunity it has afforded women for increased participation in the workforce, and increased participation has led to even lower fertility rates.

New Zealand's fertility rates are also falling. According to the *New Zealand official yearbook* (Statistics New Zealand, 1998a), in 1961 the crude fertility rate was 4.31 percent, in 1986 dropped to 1.96 percent, and by 1995 it was 2.04 percent, meaning that the birth rate "is too low to maintain the current population" ("Work affecting birth rate," 1999). Davidson (1993, p.207) notes "the rise in the number of women in the labour force is underpinned by declining fertility, delayed child-bearing, and a narrowing of the age span over which children are born."

The second major trend is the ageing of the population. Mortality as well as fertility has declined in the twentieth century. In New Zealand the proportion of the population in the youngest age group (0-14) is declining, while the population of the elderly (age 65 and over) is increasing. This has implications for the provision of eldercare as an option to assist families who look after dependent elders.

The third major trend concerns marriage and divorce rates. There is a trend towards fewer marriages, postponement of marriage, and increased numbers of unmarried couples living together. In conjunction with this there is an increase in divorce rates, often contributing to increased numbers of sole parent families.

The fourth trend is births out of wedlock. Sorrentino notes that rates of birth to unmarried women have increased in all developed countries except Japan. This phenomenon arises from the decline in marriage, the increase in divorce rates, and the rising rates of cohabitation.

In New Zealand the number of ex-nuptial births (children born to women who are not legally married to the child's father) increased from almost 7,000 in 1966 to approximately 10,000 in 1976. In 1997 the figure was over 24,000, which constituted 42 percent of all births registered in New Zealand (Statistics New Zealand, 1998a).

In the year ended December 1997, women made up 44.6% of the labour force. This compares with 43.7% five years ago ... Increased participation in the labour force by women reflects their changing role in society. Women are now living in a more career-oriented society than previously and, like men, work because of economic necessity. This is especially evident in the increases in the female labour force numbers, and is also consistent with later marriages, more childless marriages and changes in patterns of child rearing.
(Statistics New Zealand, 1998a, p.304)

Legislation

Increased participation by women in the workforce and other demographic changes prompted a number of legislative changes that sought to increase employment opportunities for women, in particular, and other target groups.

EEO [Equal Employment Opportunity] in New Zealand evolved, at least partially, because previous legislation dealing with individual discrimination, such as the Human Rights Commission Act (1977), was perceived to be inadequate.
(Sayers, 1992, p.142)

Discrepancies in the wages of men and women had been legislated against in the Government Services Equal Pay Act of 1960, which legislated for equal pay in the public sector. This was followed by the Equal Pay Act of 1972,

which extended the principle of equal pay to include the private sector. However, this was not enough to reduce the discrepancies between the earnings of men and women. As Sayers (1992, p.142) suggests, “the Equal Pay Act was also perceived to be of limited value because the interpretation given by the Arbitration Court was that it could rule only on cases of equal pay for exactly the same work.”

Women were, and still are, getting paid less than their male counterparts. The 1996 Census shows that “almost 8 out of 10 who received income above \$40,000 per annum were males, and that of those who received income below \$10,000 just over 6 out of 10 were females” (Statistics New Zealand, 1998a, p.320). The gap between male and female income of full-time workers exists across all age groups, but is greatest between the ages of 25 and 54 years.

Inequities exist even in occupations where males and females are undertaking the same or comparable jobs. According to the 1996 Census (Statistics New Zealand, 1998a), the occupational grouping of ‘legislators, administrators and managers’, 58.0 percent of men received \$40,001 and over, and 28.0 percent of women in the same occupational grouping received \$40,001 and over. Among ‘professionals’, 63.9 percent of males received over \$40,001, whereas only 28.5 percent of females earned over \$40,001. Even in the clerical workers’ grouping, where women predominate, 18.3 percent of males and 4.7 percent of females received over \$40,001 per annum.

A 1993 survey by McGregor et al. (1994, p.1) of women managers in New Zealand found that they were “under-represented, under-paid and there is little incentive for women to press on towards senior management.” Statistics outlining the median remuneration packages for men and women managers show that women are getting paid less than their male counterparts in all three groupings – junior management, middle management and senior management.

EEO was first given legislative intent in the State Owned Enterprises (SOE) Act of 1986. This Act required state-owned enterprises to be 'good' employers by initiating an EEO programme:

An EEO programme is simply a planned programme that sets out a series of steps and actions to counter any discrimination that may occur in employment. Legislation has been introduced because the government has recognised that some groups [specifically women, Maori, Pacific Island and other ethnic groups, and disabled persons] are disadvantaged in employment, and actions should be taken to enable them to have equal access to employment opportunities.
(Ministry of Education, 1992, p.5)

For example, in the education sector the development of an EEO programme is a legal requirement. Each education employer is also required to report annually to the Ministry of Education and include in every annual report "a summary of its equal employment opportunities programme for the year to which the report relates; and an account of the extent to which the Council was able, during the year to which the report relates, to meet the equal employment opportunities programme for that year" (Education Act, Section 220, 1989).

The Employment Equity Act of 1990 sought to further address the pay inequity of men and women. Its function was to have equal pay for jobs of equal worth. However, this legislation was very short lived. The Act was introduced by the Labour Government in October 1990 and repealed by the incoming National Government in November 1990.

Current EEO legislation such as the State Sector Act (1988) and the Parental Leave and Employment Protection Act (1987), focuses attention on equal employment opportunities for all and requires employers to be aware of any policies which may hinder certain sections of society. Among other requirements, employers must give greater care to writing job descriptions for positions within their organisations, consider the impact of non-job related questions on application forms, and refrain from asking discriminatory questions during the interview

process. Employers are required to aim to recruit the best person for the job, giving equal opportunity to all people. "From a moral point of view equal opportunity is a moral right of all people" (De George, 1990, p.365).

EEO legislation is currently law for the public sector only. This includes State Owned Enterprises (SOEs) and government departments. The legislation does not cover the private sector, which has no legislation requiring the development of EEO programmes and policies. Any EEO programmes and policies in the private sector have been initiated voluntarily. Interestingly, the study by McGregor et al. (1994) found that the percentage of women managers to women employed did not increase in the public sector even though the public sector is obliged by legislation to have EEO policies, with programmes, and reporting requirements.

However, it seems that many support the idea of EEO:

The successes in New Zealand, [of EEO programmes] although limited, are still perceived to be significant and further potential is seen by practitioners for the achievement of real outcomes and change.
(Sayers, 1992, p.149)

Since 1984, the New Zealand Public Service has been committed to the implementation of EEO in the workplace (Top Drawer Consultants, 1996a). This commitment to EEO is further supported by the EEO Trust, which was registered in 1992 to "promote the business benefits of equal employment opportunities to all employers throughout New Zealand" (EEO Trust, 1996, p.1).

In the more market-oriented environment of the 1990s, "EEO, in both the public and private sectors, has moved towards concerns with 'family-friendly' work practices" (Sayers, 1994, p.116). Based on the changes in the area of EEO and a perceived inadequacy of current theories to explain EEO, Sayers (1994) developed a continuum model to help conceptualise the issues

surrounding EEO. Sayers' model differs from the liberal/radical dichotomy developed by Jewson and Mason (1986), or Cockburn's short term/long term model (1989). In the Jewson and Mason dichotomy, the liberal view seeks to remove unfair distortions to the operation of the labour market by institutionalising fair procedures in every aspect of work and employment. The radical view seeks to intervene directly in workplace practices in order to achieve fair distribution of rewards among employees. Cockburn replaced the liberal/radical dichotomy with the notion of an EEO agenda of greater or shorter length. "The longer agenda entails the radical agenda of fair outcomes for target groups" (Sayers, 1994, p.118). Whereas the "shorter agenda entails the modification of personnel and human resource management policies that are essential to the liberal model" (Sayers, 1994, p.118), Sayers' continuum model begins with "a 'no EEO' state where an organisation does not recognise EEO... in the middle of the continuum are a range of HRM strategies that can be used to implement short-term EEO goals... At the end of the continuum is the full implementation of EEO" (Sayers, 1994, p.125-126). Short-term EEO goals include family friendly workplace strategies and integrating these strategies into human resource management practice which are then used to achieve EEO in the workplace. Sayers suggests the long-term aims are different and distinct. The author believes that emphasis on the implementation of human resource management policies and practices, in particular, policies and practices related to family friendly workplace initiatives, will ensure EEO goals related to work and non-work will be achieved.

The Employment Contracts Act (1991) is another piece of legislation that has potential implications for women and work-family issues. The Act states that its objective is to foster an efficient labour market through the promotion of individual contracts or site agreements between employers and employees. This is a move away from national awards and is intended "to reduce what was seen as the monopoly powers of trade unions" (Rudman, 1994, p.78).

The original idea of a union was to provide solidarity for employees to better cope with employers' demands. In 1993, Parliament's Labour Select Committee held an inquiry into the effects of the Employment Contracts Act (Rudman, 1999). Employees told the Committee the "Act had given employers too much power: some said the lack of 'good faith' bargaining provision added to their feelings of powerlessness" (Rudman, 1999, p.550). Some employees also perceive that they do not have the necessary skills to negotiate their own employment contract, and that they need the support of a union to enable them to negotiate a contract that is fair and equitable.

Sayers (1992, p.145) suggests that the "Employment Contracts Act may mean that women will become even more marginalised in the labour market than they are at present" (p.145), due in part to the fact that some women perceive that they do not have the skills to successfully negotiate their own contract. According to Rudman (1999), this may not be the case. He states "claims that the Employment Contracts Act has casualised the female labour force cannot be sustained by the data. Indeed, the size of the non-standard female labour force did not change between 1991 and 1995" (p.47). However, Professor Bryan Philpott from Victoria University (quoted in Rudman, 1999) suggests that since the introduction of the Employment Contracts Act, labour productivity growth has slowed considerably, a trend "consonant with the suggestion that the Employment Contracts Act has encouraged low-skill labour-intensive activity rather than that displaying skill and capital intensity" (p.79). He further suggests that this has meant an "expansion of service sector employment, a lot of it part-time, temporary and casual, and most of it fragile" (p.79). Women tend to dominate jobs which are part-time (Statistics New Zealand, 1993a), temporary and casual. A 1993 survey commissioned by the Department of Labour found a wide divergence of views between employers and employees about the impact of the Employment Contracts Act. Overall, employees' opinions were mixed, but mainly negative, however the Act was given approval by 71 percent of employers (Rudman, 1999).

Workplace change

The workforce and the workplace are constantly undergoing change. This volatility has increased as the century draws to a close. Issues such as an ageing workforce play a role in this change. The baby boomers of the 1940s, a bulge in population numbers, are now in their late forties and fifties, inflating the average age of the workforce. Coupled with this is the fact that people today live longer. The demise of a stipulated retirement age in New Zealand, effective from January 1, 1994 (Human Rights Act, 1993, Sections 21 and 22) will contribute to an increasingly ageing workforce.

Many employees delay starting a family until their career is established. Meanwhile their own parents are often becoming more dependent on them for varying degrees of support. This may result in an employee having both dependent children and dependent parents or elderly relatives whilst also participating in the workforce – the so-called “sandwich generation” (Burns, 1999; Sanders, 1997; Chatzky & Wilkinson, 1999). The sandwich generation are “those workers who are raising their own children and caring for aging parents as well” (Burns, 1999, p.48). In the United States, there are organisations which have on-site childcare facilities and eldercare resource and referral, such as Johnson & Johnson (Mason, 1993b) and Du Pont who “created an entire division dedicated to addressing childcare and eldercare” (Jenner, 1993, p.5). This can lead to a situation where employees take their children to the childcare facility, their dependent parent or relative to the eldercare facility and then go to work. Some employers are aware that there may be increasing numbers of employees in this situation, and to ensure they retain their employees they develop and implement family friendly workplace policies and practices (Jenner, 1993; Roberts, 1993; Robyns, 1993).

Downsizing, restructuring and globalisation of organisations are other factors to consider. There are predictions that the “global environment will generate

the kind of workplace impact in the 21st century that the automobile and the computer did in the 20th century” (Ettorre, 1994, p.17). Flatter organisation structures, empowerment of employees, and working in teams rather than as individuals are also factors having an impact on the workplace and the workforce (Dewe, 1990; Enderwick, 1992; Strange, 1993; Robbins, 1994; Rudman, 1999).

Development of the notion that ‘people are our most important resource’ has given way to the realisation that ‘people are a source of competitive advantage’, an idea which fits well with the concept of the ‘knowledge worker’ – a highly educated, mobile, ambitious group of workers who add another dimension to the workforce (Rudman, 1999). These changes imply that organisations are becoming more people-oriented; that the human resources of organisations are just as important, or even more important, than other resources such as financial resources and machinery. Family friendly workplace initiatives can be a means to convey a people-oriented stance.

Changes to the work environment have come from a variety of influences such as shifts in international and national trading markets; central governments restructuring and deregulation; technological innovation; increasing health and environmental concerns; and legislative changes concerning industrial relations. These influences mean that the traditional ways of organising work have become increasingly unacceptable and ineffective, and are currently undergoing major changes ... Perhaps the most significant of these has been the increase in the number of women who are in paid employment.
(Davidson, 1993, p.207)

Work itself has changed alongside various changes within the working environment. The introduction and increasing use of computers in the workplace has meant faster communication, greater access to information, an increase in workers telecommuting or working from home (Loveridge & Schoeffel, 1991). James (1993, p.60) suggests that "increasingly economic conditions are decided by global supply and demand, which is beyond the control of national governments."

Dewe (1990) predicts a number of areas of change related to the nature of work. Changes in the distribution of work, he postulates, will give employees greater flexibility to take advantage of leisure activities, and training and educational opportunities. If this prediction is correct, developing and implementing flexibility policies and practices will be made easier by the utilisation of the existing family friendly infrastructure.

Another of Dewe's predictions concerns the possible changes in psychological satisfaction from work; work will become only one of a number of activities which together will provide overall satisfaction for individual employees. Again, this prediction links into the area of work and family, as future employees may utilise 'family friendly' initiatives to enable them to better balance work and non-work activities.

An increase in self-managed work teams (Enderwick, 1992; Strange, 1993) and demands by employees for more autonomy and responsibility (Dewe, 1990) are other predictions currently being put forth.

Enderwick (1992) suggests:

The focus is on reorganising the flow of work, the organisation of tasks, work responsibilities and job content. It generally involves a move towards team rather than individual work organisation, increased employee responsibility for quality and perhaps productivity, broader skill definitions, a closer integration of work goals, appraisal and payment systems and new approaches to employee relations.
(p.192)

These changes may result in some Taylorist forms of work organisation being reconsidered. As noted, Taylorism ushered in the fragmentation of jobs and the separation of work and responsibility – workers worked, managers managed. Under workplace reform some jobs are being designed so they incorporate a

variety of tasks. Moreover, these changes are starting a devolution of power and responsibility to individuals and workteams or self-managed work teams. (Ryan, 1995). A self-managed work team is an integrated team that is given almost complete autonomy in determining how a task will be done, for example, determining work assignments, rest breaks, and inspection procedures (Robbins, 1994). These changes enable individuals to set their own schedules and integrate them with those of the work team to lessen work-family conflicts. For example, an individual worker may plan to take time off in the school holidays, reassigning work to other team members to ensure the team is still able to attain its goals and objectives even though that team member is missing. However, the system may also work against some individuals with family responsibilities as they may feel a strong sense of responsibility to their work team and not want to let them down by taking time off work for a family-related reason (Rapoport & Bailyn, 1996).

Diversity in the workplace

Today's organisations are becoming more heterogeneous in terms of gender, race and ethnicity. The "ethnic composition of the population – and cultural affiliation rather than biological descent will increasingly become the determinant of ethnicity – will affect social and cultural values and trends, it will also have its impact in the workplace" (Rudman, 1994, p.42). This may also have an impact for work-family issues within the workplace. For example, those employees whose cultural affiliation inclines them to place great importance on the value of family, may lobby management for further development and implementation of family friendly workplace initiatives. Diversity in the workplace has important implications for managers:

Managers will have to shift their philosophy from treating everyone alike to recognizing differences and responding to these differences in ways that will ensure employee retention and greater productivity, while at the same time not discriminating.
(Robbins, 1994, p.49)

There will also be a greater ethnic diversity in the working-age population: "there

will be more Maori and Pacific Island people in the working-age population – both groups will grow more quickly than the overall national rate" (Smith, 1993, p.42). However, it is difficult to predict exactly what impacts this will have on the workplace.

A number of organisations, especially in the public sector, will have taken steps along a bi-cultural path. These steps have been taken "both to recognise a partnership between Pakeha and Maori, but also to explore the possibility of introducing indigenous organisational and management forms to New Zealand organisations" (Rudman, 1994, p.42). Rudman further suggests that the need to explore the options and recognise the differences based on cultural backgrounds and experiences will be a growing feature of human resource management.

Technology

"Information technology is one way of increasing the options open to workers and will allow some to stay on in skilled jobs while meeting other commitments ... (for example childcare commitments)" (Loveridge & Schoeffel, 1991, p.2). However, Armstrong (1992) warns that "idealised notions of homework [work performed in domestic premises, usually for piece-work payment] as a flexible and desirable work practice for women are largely unsupported by available research" (p.240).

Liddicoat and Hoskins (1998/99) outline some of the advantages and disadvantages when considering teleworking. Advantages include lower overheads, increased productivity, and reduced travel or commuting time. Disadvantages include possible distractions from family, loneliness and professional isolation; this may mean missing out on socialisation with other workers, and being overlooked for promotions and training.

Armstrong (1992) states there are two ways of looking at the homeworking debate. First is the notion that homeworking is similar to the sweating systems of

history, of marginal importance but a source of livelihood for some women. The second notion is that homeworking is a positive issue for both manager and worker. The worker gets to work at home, gets the flexibility of working when they want to, and because of this flexibility is better able to cope or juggle with the demands of family and work. The manager gets a worker who is able to respond flexibly to demand. There are also fewer overheads for the manager, as the worker provides a place of work, pays the lighting, power, heating costs and so on.

For managers, a potential downside of teleworking is the difficulty of keeping control of workers if they are not at a central location. There is also the need for an organisational culture to fit with this situation and foster the trust and support needed by both managers and workers.

Working from home can be an initiative to retain employees who may otherwise leave because of a work-home conflict. Audit New Zealand utilises working from home for employees who are returning to work after parental leave (McBride & Wallace, 1997). Employees can work from home for part of the day or week and then work at the centralised workplace for the remainder of their work hours. This enables those on parental leave to take a more progressive transition to work following parental leave and also means that the organisation retains its employees, which reduces the cost of recruiting and training replacement personnel.

Working from home may also be a temporary situation where an employee has a sick dependent child or relative. The employee may work from home temporarily until the sick dependant returns to health. Or “some people need to work from home, and only do it until their situation changes” (Loveridge & Schoeffel, 1991, p.2). Some organisations offer working from home as a permanent situation for a variety of reasons, including family related reasons. For example, “Telecom’s corporate headquarters in Wellington has flexible arrangements for telework that are available to employees who wish to work

from their homes. Wellington Newspapers employs journalists who telework from their homes” (Schoeffel, Loveridge & Davidson, 1991, p.56).

The social, economic, political and technological changes that have occurred and are occurring both outside and within the modern organisation will mean that for an organisation to maintain viability, it will need to look to its environment to discover the changes taking place and to take these changes into account both operationally and strategically. These changes in the organisation’s environment include such issues as demographics, legislative intent, and technological advances. An organisation that takes these changes into account when developing its operational and strategic plans will be in a better position to survive into the future than an organisation that ignores changes in its environment. Some changes, such as the increased participation by mothers in the workforce, may prompt an organisation to consider introducing family friendly workplace practices to help potential and current employees better balance work-family responsibilities. The organisational need to respond to environmental changes will be further examined in the next section.

4. Family friendly workplaces and organisations

It is important when examining an issue such as the family friendly workplace that a broader approach is taken to ensure that the focus is not primarily on the organisation and the organisational members, but is extended to include the larger society that creates and sustains the organisation, and the external environment of the organisation. Organisations are not closed systems. Their goals are formed in a societal context, and they are reliant on resources from outside ... Organisations must devise strategies to both anticipate and cope with external changes.

(James & Saville-Smith, 1992, p.88)

The following section focuses on the impact of society and organisational stakeholders, and examines strategies for anticipating change and coping with external changes, with particular reference to family friendly workplace issues. The population ecology model is examined first; the importance of environ-

mental scanning second; and the impact of organisational stakeholders third.

Population Ecology Model

According to the population ecology model, organisations are influenced by, and are part of, their environment. This model of organisational theory has come from the sociological field (Perrow, 1986). An organisation should not be studied in isolation from its environment. “Organisations do not exist in isolation. They are influenced by, and in turn they influence, the society of which they are corporate members” (Gilbert et al., 1995, p.63). How the organisation acts and reacts to its environment is an important part of its survival. “The language of this school of thought is decisively anthropomorphic: environments act, organizations respond; environments select some organizations for extinction and allow others to survive” (Perrow, 1986, p.209).

Organisations exist in an ecological setting, similar to a pond being the ecological setting for a fish or a frog, asserts Perrow (1986). Environmental changes such as a drought or disease will affect the fish or frog living in the pond. Organisations can be said to react to changes in their environment in a similar manner; organisations must have the ability, like the frog or fish, to adapt to such changes in the environment as competition, and legislative and demographic changes. To ensure survival and to enable organisations to react to changes in the environment, managers must undertake environmental scanning to ascertain the threats and take appropriate action. If an organisation reacts to changes in the external environment, such as an increase in mothers in the workplace, legislative changes related to EEO, and changes in its internal environment, such as high absenteeism by employees who are parents, or high turnover of employees on parental leave, by implementing family friendly workplace initiatives it will cope better with these changes than an organisation that ignores changes in the external and internal environment.

Environmental scanning

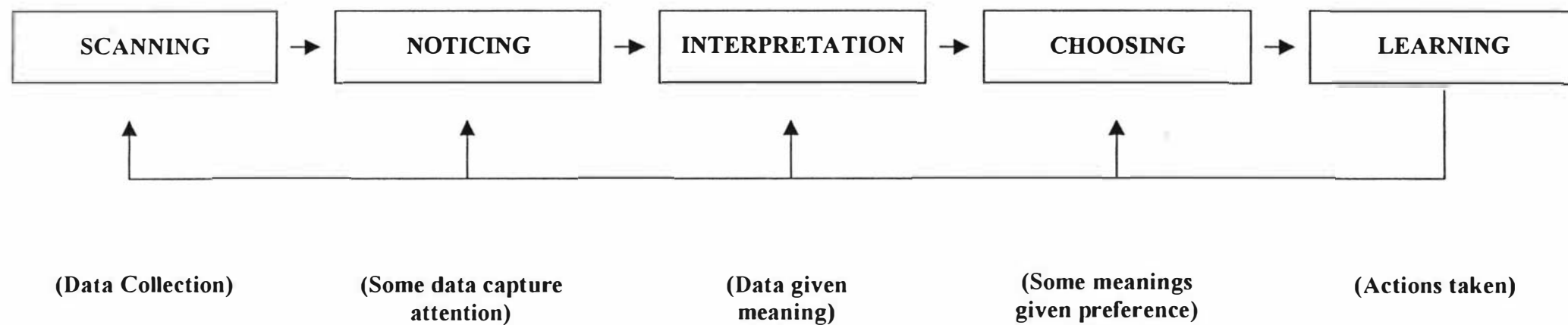
To ensure long-term organisational survival an organisation needs to be constantly aware of what is happening in its environment. Environmental scanning is the process of looking at both the internal and external environments and taking notice of the changes that are happening, for example, noticing the increased participation by mothers in the workforce which may require the development of family friendly workplace initiatives to ensure that the organisation is able to recruit and retain key staff. “Environmental scanning is the monitoring, evaluation, and dissemination of information from the external environment to key people within the corporation. It is a management tool for avoiding strategic surprise and ensuring the firm’s long-term health” (Hunger & Wheelen, 1996, p.85). Environmental variables include:

- **Economic forces** that regulate the exchange of materials, money, energy and information;
- **Technological forces** that generate problem-solving inventions;
- **Political-legal forces** that allocate power and provide constraining and protecting laws and regulations; and
- **Sociocultural forces** that regulate the values, mores, and customs of society (Hunger & Wheelen, 1996, p.85).

Milliken et al. (1990) examine the processes “that underlie organizational adaptation to employees’ changing work-family demands” (p.92). The essence of an adaptation perspective is that organisations survive and prosper to the extent that they are able to align themselves with their environment over time. Organisations that respond more appropriately to environmental changes will be more effective in the long term. Milliken et al. (1990) expanded on Daft and Weick’s (1984) three-phase model of the interpretation process of environmental change (see Figure 2.4 on the next page). Their model includes “five different processes we believe to be involved in organizational adaptation to environmental change” (1990, p.92-93).

FIGURE 2.4

THE INTERPRETATION PROCESS OF ENVIRONMENTAL CHANGE:



Source: Milliken et al., 1990, p.92.

‘Scanning’ involves collecting data about relevant changes in the organisation’s environment. ‘Noticing’ involves recognising an environmental change and seeking to understand the issues related to it. ‘Interpretation’ is the process of attempting to discover the meaning and significance of the environmental change for the organisation and any potential implications associated with it. ‘Choosing’ is included in the model as there may be multiple interpretations that need to be narrowed down to a choice of the most appropriate action. ‘Learning’, which is the final step, involves deciding on an appropriate response to the environmental change. Sometimes an appropriate response may mean only slight modification of an organisation’s policies or practices: for example, developing a policy whereby employees on parental leave have the option to work part-time until they are ready to resume full-time work. Sometimes an appropriate response may mean major structural changes.

The following is an example of how the Milliken model might apply in an organisation scanning the environment for human resource related changes. An organisation *scans* the environment and *notices* that more women and mothers are entering the workforce. If the women are mothers with young children, the organisation may *interpret* this change and *choose* to implement family friendly initiatives. The process of *learning* involves “thinking about and experimenting with alternative responses to the problem posed by an environmental change” (Milliken et al., 1990, p.94). So, the organisation may decide which family friendly workplace initiatives best suit the needs of its current and potential employees, such as flexible working hours, flexible leave, childcare, eldercare, parental leave or a combination of initiatives.

Milliken et al. (1990) assert that human resource managers are important ‘boundary spanners’ between the organisation and its environment, especially in terms of noticing and interpreting:

In addition to their other responsibilities, human resource professionals

have the responsibility for noticing and interpreting environmental changes that might affect the characteristics and expectations of the labor force. The manner in which they approach this task can have important consequences for determining the organization's human resource policies and its future ability to compete in the labor market.

(Milliken et al., 1990, p.94)

If a human resource manager notices that an organisation is losing key personnel due to low return rates following parental leave, interprets this information, then works on ways to overcome the low return rate, the organisation benefits from reduced recruitment, selection and training costs to replace the workers. Potential benefits to the employee include feelings of worth, and knowledge of organisational support for potential work-home conflict. "Many business leaders and management scholars, in fact, assert that the adoption of innovative human resource strategies may be the way to build and maintain competitive advantage in the 1990s" (Milliken et al., 1990, p.92).

Stakeholder theory

Juxtaposed to the idea of environmental consideration and environmental scanning is the view that organisations also consider the organisation's stakeholders. These 'stakeholders' form the external and internal environments of the organisation by having a 'stake' in the organisation.

Evan and Freeman (1988) propose a broader view of the responsibility of modern organisations, one that includes various stakeholders not just the shareholders:

Our thesis is that we can revitalize the concept of managerial capitalism by replacing the notion that managers have a duty to stockholders with the concept that managers bear a fiduciary relationship to stakeholders. Stakeholders are those groups who have a stake or claim on the firm. Specifically we include suppliers, customers, employees, stockholders, and the local community, as well as management in its role as agent for these groups. (p.97)

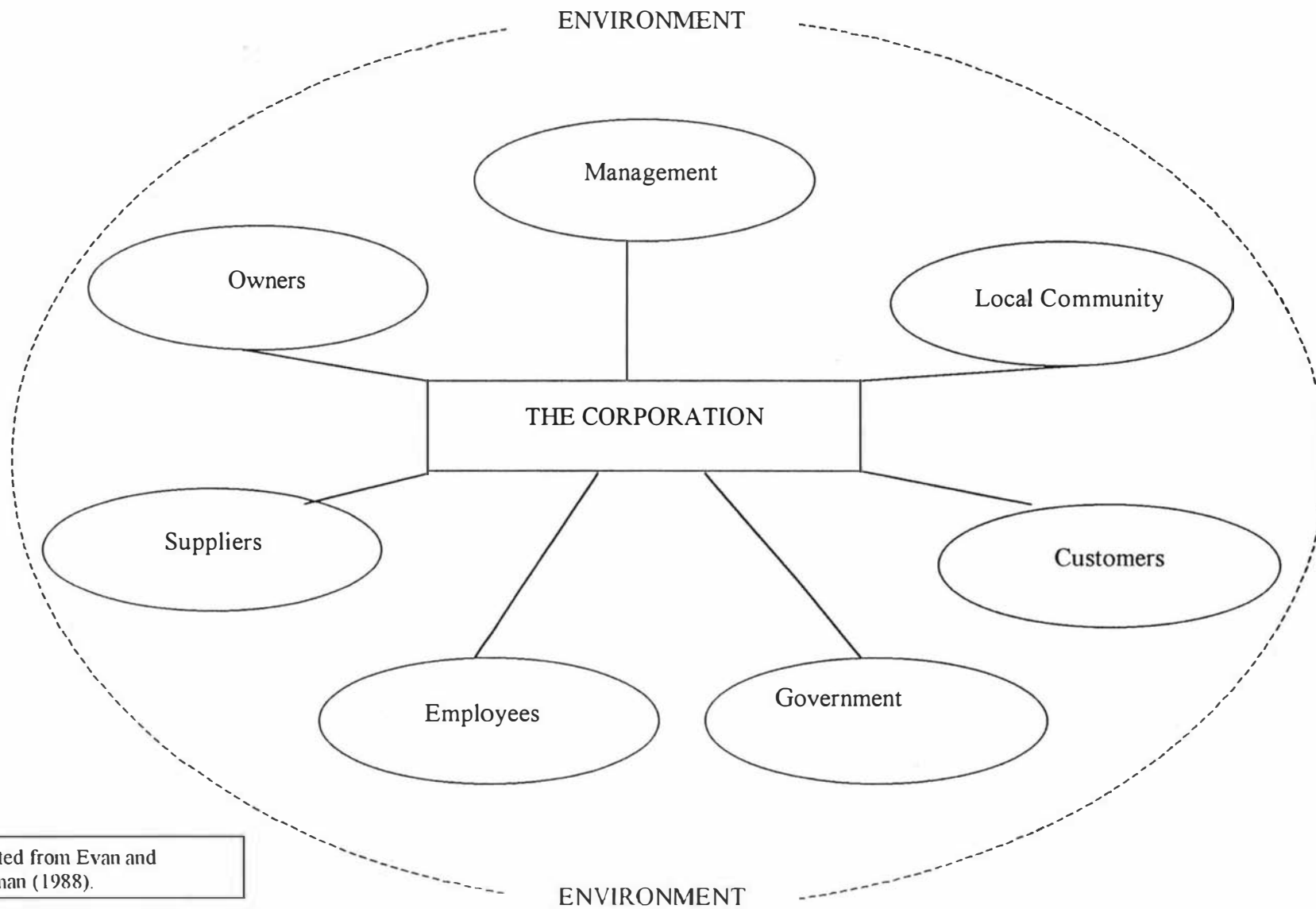
The diagram on the following page is adapted from Evan and Freeman (1988) and shows the relationship between an organisation and the various stakeholders of the organisation. The owners are one group of stakeholders. They have a financial stake in the organisation and will expect a return on their investment. Often this group consists of the shareholders of an organisation.

The next group consists of the employees; their stake in the organisation is their jobs and their livelihood. With the current oversupplied labour market in New Zealand, the need for employees to keep their jobs within an organisation is an important consideration for them as stakeholders. Suppliers of raw material are also important to an organisation. The organisation is the supplier's customer; hence there is a two-way relationship. Customers buy the product or service of the organisations so they too have a stake in the organisation. The customer wants a quality product or service, for example, one that is not harmful or excessively expensive.

Government and the local community are other organisational stakeholders. The government has a stake in the organisation through legislation and through input via governmental bodies, such as the Ministry of Women's Affairs, the Early Childhood Education Unit and the State Services Commission. The local community, usually via the local council, grants the organisation the right to build its facilities within the community. The community receives rates from the organisation, economic contribution via the spending of money in the community, plus employment for members of the community. So the local community, too, has a stake in the organisation.

Management also has a stake in the organisation both as employee and as steward of the organisation. Management has a duty to safeguard the welfare of the organisation and to look after the health of the organisation. This often involves balancing the multiple claims of conflicting stakeholders (Evan & Freeman, 1988).

FIGURE 2.5
THE STAKEHOLDER MODEL



Adapted from Evan and
Freeman (1988).

The environment is another 'stakeholder'. Clean air, reduced noise and emissions from factories, and appropriate use of land and other resources are expectations the public may place on an organisation in order to maintain a healthy environment for all.

Organisations are not closed systems and they do not exist in isolation. When one examines an organisation, one must also examine its environment and the stakeholders in that environment. A study of work-family policies and practices in an organisation may include the opinions and personal experiences from those inside the organisation: employees, the human resource manager, senior and middle managers, and the CEO. It may also include opinions and personal experiences from those external to the organisation: other industries in the sector, major site unions, governmental bodies, and customers. By extending analysis to the stakeholders of an organisation, a more detailed picture emerges of the development and implementation of work-family policies and practices related to that organisation.

The next chapter examines the various theories of work and family, concentrating on the segmentation, spillover and compensation theories. The various stages in the development of family friendly workplaces are examined and an additional stage is developed by the author in response to anecdotal evidence and information from the most recent work and family literature. The family friendly workplace is also examined in more detail in this chapter, with a discussion of the family friendly workplace initiatives available and the potential benefits of implementing family friendly workplace initiatives. The chapter concludes with a discussion of potential challenges associated with the implementation of family friendly workplace initiatives.

Chapter Three

The family friendly workplace

Introduction

This chapter begins with an examination of commonly cited theories related to work and family, followed by discussion of the stages of development of the family friendly workplace. A diagram outlining the various stages and the major constituents of each stage is included and discussed. The next section focuses on family friendly initiatives available to organisations and within organisations. The chapter ends with a review of the potential benefits and challenges related to introducing family friendly workplace policies and practices.

1. Theories of work-family

A number of theories seek to explain the relationship between work and home, three commonly cited theories being segmentation, spillover and compensation. Young and Kleiner (1992) outline two further theories in the area of work and family, namely instrumental theory and conflict theory. The theories of segmentation, spillover and compensation are examined first, followed by a brief description of the conflict and accommodation theories.

Segmentation theory

Lambert (1990) suggests that this theory is the earliest view of the relationship between work and home. Segmentation advocates that work and family are distinct

entities segmented from each other. Hence, experiences in one will not affect or influence experiences in the other (Young & Kleiner, 1992). This view “reflects the situation post industrialisation when private and public life were seen as distinct entities” (Tudhope, 1994, p.17).

Lambert (1990) suggests that segmentation has tended to be applied primarily to blue collar workers for whom the distinction of work from home is viewed as a natural process: when at work you do not think about home, and when at home you do not think about work. Segmentation theory has developed from the premise that workers “actively attempt to separate work and family life in order to deal with work-related stresses” (Piotrkowski, 1979, p.90). In general, segmentation theory treats work and home as distinct entities and this is either because they are “inherently independent or because workers actively keep them that way” (Lambert, 1990, p. 241).

Spillover theory

Spillover theory has developed because “the most popular view of the relationship between work and family is that their effects spill over from one to the other” (Lambert, 1990, p.242). Spillover can be either positive or negative. The experiences and attitudes gained from work can influence the way employees interact with their family, and vice versa. As an example of positive spillover, identified by Crouter (1984) and outlined in Lambert (1990, p.242) “workers in jobs requiring their participation in decision making began to use their newly developed skills at home to deal more effectively with their children.” An example of negative spillover is a worker’s aggression on the job spilling over into interactions with family and friends. Tudhope (1994) suggests that researchers often focus on the negative impact of spillover.

Compensation theory

This theory suggests that work and home have a compensating effect on each other. It views workers as actively seeking greater satisfaction from one part of their lives to compensate for dissatisfaction in another part of their lives. For

example, a worker may seek greater satisfaction from family life as a result of being dissatisfied with work. The theory suggests that a worker can usually offset what is missing in one environment from another. If an employee feels unfulfilled at work, the negative experience can be compensated for by a more positive experience at home (Lambert, 1990; Young & Kleiner, 1992). Segmentation stands in contrast to the spillover approach, “which assumes the relationship between work and nonwork will cause behaviour to be similar in both domains” (Tudhope, 1994, p.21).

Lambert (1990) criticises the compensation model, suggesting that it was conceived on the basis of men’s experience with work and home and thus cannot be generalised to include women. The situation, concludes Lambert (p.247) will be different when “women appear in the picture.”

Although the theories of segmentation, spillover and compensation have face validity and seem logical, this is true “only when they are examined separately and when used as *post hoc* explanations of research findings ... problems with clarity and comprehensiveness emerge when [they are] examined in conjunction with one another and when employed to specify causal models” (Lambert, 1990, p.242). Researchers often use only one of the theories to explain the work-home interface, which may not provide the complete picture. For example, studies by Belsky, Perry-Jenkins and Crouter (1985), and by Johnson (1993a), concentrate on the spillover model; similarly, Piotrkowski (1979) and Staines (1980) also interpret their research findings in favour of the spillover theory. Lambert (1990, p.243) concludes “the processes of spillover, compensation, and segmentation all operate to link work and family ... [and] that these processes occur simultaneously.”

To consider the processes of segmentation, compensation and spillover as overlapping rather than competing processes may facilitate greater understanding of the relationship between work and home. For example, an individual worker

may have the positive work experience of working as part of a team, and this experience may extend into home life where the skills help to create a positive family experience. At the same time, using teamworking skills to create a more positive experience in the home, may also be compensating for an area in work life that is dissatisfying.

Situational factors also have a part to play. Since organisations and the individuals who work within them are diverse, it is difficult to find principles that apply in all situations. Complications arise when one work-family model or theory is used to try and explain the multifaceted complexity of the work-home interface, and for this model or theory to apply for each situation and each individual.

Perhaps none of the theories can fully encompass the diversity and complexity of work and family. Suggestions that more research needs to be done in the area of providing an understanding of work and family are well founded. Young and Kleiner (1992) point out that the theories outlined provide only a beginning framework for understanding the interactions between work and family. Additional theories in the area of work and family include conflict theory and accommodation theory which are briefly outlined.

Conflict theory

This theory states that work and home are incompatible environments with different norms and responsibilities. Therefore, in order to succeed in one setting, one must be willing to give up something in the other. Increased absenteeism as a result of family responsibilities has been cited as an example of conflict theory (Young & Kleiner, 1992).

Accommodation theory

Lambert (1990) posits an additional theory similar to conflict theory. She suggests that:

many women more involved in their family than their work may be more accurately viewed as having limited their involvement in work in order to better accommodate family obligations. Thus, the process of accommodation suggests a causal order the reverse of compensation; high involvement in one sphere leads to low involvement in the other, instead of *vice versa*. (p.247)

As mentioned previously, the author posits that no single theory can fully encompass the complexities of family friendly workplaces, and that viewing family friendly from a multiple paradigm perspective gives a better overall view and understanding of family friendly in the workplace. Instead of utilising a single theory or paradigm to explain the complexities of family friendly workplaces, the author intends to alert human resource practitioners to a number of theories and paradigms which look at different dimensions and aspects of work and family and to illustrate how they may apply in practice. More than one paradigm or theory may be necessary to explain family friendly workplaces and more than one paradigm or theory may be in operation at any one time. For example, an employee's aggression at work may spill over to their family, and being aware of this aggression, the employee also attempts to seek greater satisfaction from their family in order to compensate for the negative, aggression-inducing job they hold.

2. Stages in the development of family friendly workplaces

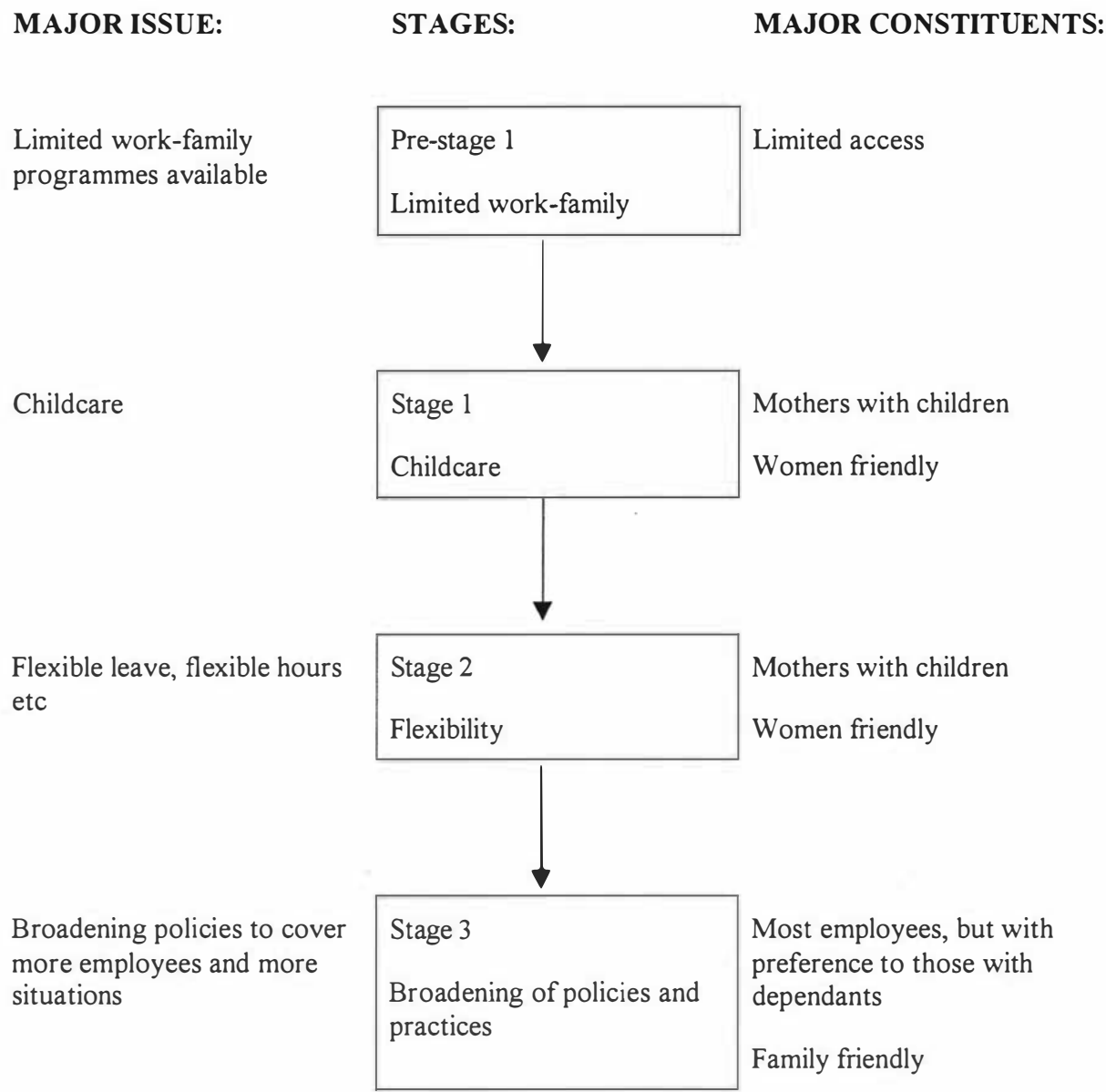
Some writers and researchers (Bailyn et al., 1996; Callister, 1996; Families and Work Institute (USA) cited in Solomon, 1994; Galinsky, Friedman & Hernandez, 1991; Friedman & Galinsky, 1992; Rapoport & Bailyn, 1996) refer to or discuss phases or stages in the development of the family friendly workplace or work-family programmes. The concept of having phases or stages in the development of family friendly workplaces was first postulated by Galinsky et al. (1991)

following research undertaken with the New York-based Families and Work Institute, a nonprofit research organisation. They found that organisations go through several stages in response to family needs: “The distinctions among the stages are important for understanding the general evolution of thinking that occurs as companies overcome resistance and find comfort in the creation of a family-friendly workplace” (p.195). The concept of stages of family friendly workplaces developed by Galinsky et al. (1991) in conjunction with the Families and Work Institute and further discussed in Friedman and Galinsky (1992), Solomon (1994) and Rapoport and Bailyn (1996) was then utilised by the present writer to create a model of the stages in the development of the family friendly workplace. The model (outlined in Figure 3.1) attempts to accomplish two things:

- (a) to set up a framework to look at the development of the family friendly workplace and work-family programmes over time, and
- (b) to assist researchers examining organisations’ commitment to, and development of, work-family programmes.

Galinsky et al. (1991) surveyed 188 organisations and placed them in one of three stages (Stage 1, Stage 2, or Stage 3) based on the development and implementation of their work-family programmes. The diagram on the following page (Figure 3.1) identifies the five stages in the development of the family friendly workplace, including the main focus of each stage and the major constituents. Pre-stage 1 (which was not included in the original work by Galinsky et al. (1991) but was added later by the Families and Work Institute cited in Solomon (1994)) refers to limited work-family programmes being available to staff; Stage 1 emphasises childcare; Stage 2 introduces the importance of flexibility; and Stage 3 broadens the work-family policies to embrace more employees and more situations.

Figure 3.1
Stages in the development of family friendly workplaces



(Based on Galinsky, Friedman & Hernandez, 1991; Friedman & Galinsky, 1992; Families and Work Institute cited in Solomon, 1994; Rapoport & Bailyn, 1996.)

Pre-Stage 1.

This is the first level in the development of work-family programmes. At this stage, organisations have very limited work-family programmes in place. There may be no formal work-family policies or practices. Employees may not even realise that the organisation provides any peripheral work-family practices. The practices in place will possibly be aimed at an individual or a small number of individuals and will not be specifically recognised as a family friendly workplace initiative. Overall, Pre-Stage 1 describes the level occupied by many organisations prior to the 1960s.

Stage 1

By this stage (which Galinsky et al. (1991) labelled ‘developing a programmatic response’) a variety of work-family policies and programmes are in place. However, work-family issues tend to be viewed as women’s issues and the main focus is on the importance of childcare. This stage acknowledges the importance of organisations providing a childcare facility or a childcare referral service. Providing an on-site or near-site childcare facility is seen as an important part of the employer’s role in helping employees and potential employees cope with the demands of work and family. During this stage many organisations initiate on-site childcare facilities. For example, there were more Government Departments in Wellington with childcare facilities prior to the end of the 1980s than is the case currently (A. Dickenson, personal communication, 15 June 1999).

Also, during this stage and the subsequent stage, people often refer to work-family initiatives as ‘women-friendly’ (Callister, 1996; Shilton, 1993) or interpret work and family issues as a women’s issue (Milliken et al., 1990). This terminology stems from the view that ‘family’ is more aligned with women than with men. The focus at this stage – on women and childcare – is quite narrow and exclusive.

Some New Zealand studies have focused on childcare as a major issue. Tudhope

(1994) focused on childcare in a Masters thesis, and in a subsequent article, Pringle and Tudhope (1996) suggest that “childcare was a major need of employees” (p.77). Another study is the 1989 report by the Auckland District Law Society on women in the legal profession. Although both of these projects examined issues broader than childcare, their focus was on issues relating to childcare.

Stage 2

Stage 2 emphasises flexibility. This includes work arrangements such as flexible working hours and flexible leave. In this second stage the emphasis is on assisting working mothers with children to better balance their work and family responsibilities by providing family friendly initiatives such as flexible hours and flexible leave. Organisational provision of childcare ceases to be of primary consideration at this stage. Many employees want to choose the childcare facility that is best for their child’s needs rather than be limited to the on-site or near-site childcare facility provided by their organisation. Childcare is eclipsed at this stage by an emphasis on flexibility. Galinsky et al. (1991) labelled Stage 2 as ‘developing an integrated approach’. Women remain the major constituent of this stage, as in the previous stage. Callister (1996) agrees that at Stages 1 and 2, family friendly work practices are aimed primarily at women.

Stage 3

Rapoport and Bailyn (1996, p.12) observe that at Stage 3 “companies began to broaden their policies to cover the needs of those without children as well as those in “non-traditional” families.” The broader policies cover employees with dependent children, employees with elderly dependants, employees with ‘nontraditional’ families, including gay or lesbian couples with or without children, merged families, and the Maori ‘whanau’ or extended family. Access to family friendly workplace initiatives is also opened up. At this stage a greater number of men begin to utilise the family friendly initiatives available. There may be some resistance to this however, for example, management may perceive that the men who utilise family friendly initiatives are not serious enough about their careers (Rapoport & Bailyn,

1996; Rodgers, 1993; Shellenbarger, 1992). Men may also feel hesitant to utilise family friendly initiatives to avoid jeopardising a promotion or a potential partnership in the organisation.

At Stage 3 a company would have:

A range of work/family policies; a holistic approach to these issues; a commitment to change company culture. These organizations also are addressing issues such as gender equality, a life-cycle approach to benefits and strong community interventions.

(Families and Work Institute cited in Solomon, 1994, p.82)

Bailyn et al. (1996) suggest that few United States firms appear to have reached this last stage, however, they assert that such a shift in attitudes and practice will ultimately be in the best interest of businesses. The view that few companies have reached Stage 3 is reflected in the 1991 survey by Galinsky et al. They found that only 2 percent of the 188 companies surveyed were at Stage 3, as opposed to 33 percent at Pre-Stage 1, 46 percent at Stage 1 and 19 percent at Stage 2. Galinsky et al. (1991) labelled Stage 3 as 'changing the culture'. The author has further developed the Stages model based on anecdotal and empirical evidence gathered as part of this thesis. The extended model appears as Figure 7.2 in Chapter 7.

3. Family friendly workplace initiatives

The variety of family friendly workplace initiatives that employers can offer is almost unlimited. Some family friendly initiatives may not be very costly to the employer, such as the flexible annual leave policy developed and implemented by the Manukau City Council. The Manukau City Council suggests that the costs of developing and implementing the flexible leave policy were "neutral" (Families at Work & Top Drawer Consultants, 1995, p.29).

Other family friendly options may be more costly, such as the provision of an on-

site childcare or eldercare facility. The Waitakere City Council established the Cranwell Park Early Childhood Centre, a purpose-built childcare facility located in Henderson, Auckland. The costs to the Waitakere City Council were more significant than those of the Manukau City Council initiative. The Waitakere City Council incurred development costs – architects' fees, time and resources of council's property section and working party members – and implementation costs – building, equipment, annual costs of the loan servicing fee and maintenance costs (Families at Work & Top Drawer Consultants, 1995). However, both the City Councils can see positive outcomes accruing from the family friendly initiatives they developed.

Many organisations offer different family friendly initiatives to staff based on individual staff members' unique needs (Families at Work & Top Drawer Consultants, 1995; State Services Commission, 1994; Top Drawer Consultants & Families at Work, 1996). In the following section, 20 family friendly workplace initiatives are examined: flexibility options and dependent care options. It is important to examine the various family friendly workplace options available to employers, as the impetus of this research is to provide information and guidance to organisational stakeholders to enable them to develop and implement family friendly workplace initiatives in their organisations.

Flexibility

Workplace flexibility can apply to working hours, leave or place of work. Researchers in this area (Aryee, Luk & Stone, 1998; Dutton, 1998; McKeen & Burke, 1992; Rodgers, 1992; Solomon, 1994) suggest that flexibility is the family friendly initiative most often requested by employees to help them better balance their work and family responsibilities.

Flexibility is the major enabler for working parents to participate successfully in the labor force. It consistently ranks first in the types of support requested by them, and its attractiveness is obvious in view of their hectic lives and lack of support systems at home. In most jobs, it also seems to

have few, if any, negative business consequences, and most studies indicate positive productivity effects. It appears that increased flexibility is feasible in the vast majority of jobs when it is implemented intelligently. (Rodgers, 1992, p.197)

A survey by the EEO Trust (1998b) undertaken in 1998 found that the most commonly provided family friendly initiative was flexible working arrangements.

Flexible work practices can include:

- flexible time options such as flexible working hours, part-time work, job sharing, and flexible leave and,
- flexible place options such as working from home.

Flexible time options will be examined first, followed by flexible place options.

Flexible time options

1. Flexible working hours

The option of flexible working hours usually includes having employees work a specified number of hours per day or per week. Employees choose working hours to best suit their needs and the needs of the organisation. For example, an employee may start work earlier in order to finish earlier. In the mid-1990s the Inland Revenue Department established a system of flexible working hours for most of its employees, initially with no specified core hours. Core hours, also known as 'clock hours' are defined starting and finishing times. The most commonly specified core hours are 0600am to 1800pm (Industrial Relations Service, 1999). More recently, however, the Inland Revenue has changed its policy to have core hours of 6.00am until 8.00pm [G. Murrow, Inland Revenue Department, Central Office, Wellington, personal communication, 14 May, 1999]. The flexible hours option at Inland Revenue is widely applicable, as "all staff except those on front-line customer service are able to use this policy" (Families at Work & Top Drawer Consultants, 1995, p.15).

2. Job sharing

Job sharing is when two or more employees share one position. Often a job is shared between two employees, although there are cases where more than two employees are involved in the job sharing arrangement (Shilton, 1993). The job may be shared in many ways, for example, one person works mornings and the other works afternoons, or one person works the first two and a half days and the other person works the remaining two and a half days. This initiative may also be used when an employee is returning to work after parental leave, and shares a position until they are ready to work full-time.

3. Part-time work

Part-time work is when an employee works fewer hours or days than a full-time position. A full-time position is considered to be 30 hours or more per week (Statistics New Zealand, 1998a). This initiative is a fairly common one, but sometimes has the disadvantage of marginalising part-time employees in favour of core or full-time employees. However, if offered fairly this initiative is a very relevant family friendly initiative.

4. Compressed work weeks

Compressed work weeks mean that employees can work more hours each day to the equivalent hours required and then have the rest of the week off. An example of an organisation that provides compressed work weeks is LWR Industries in Christchurch. Staff at LWR Industries work “8.5 hours each day, Monday to Thursday, so that they can finish early on a Friday” (Families at Work & Top Drawer Consultants, 1995, p.21).

5. Flexible leave

Flexible leave can include employees taking leave in smaller blocks of time, for example, take half a day’s leave to attend a meeting at their child’s school. Another example of flexible leave comes from the Manukau City Council, which introduced flexible annual leave for its employees:

The flexible annual leave policy at the Manukau City Council gives staff the ability to negotiate the amount of annual leave they individually need. Staff are able to increase or decrease their annual leave within the bounds of their total remuneration package and subject to the Holidays Act 1981. (Families at Work & Top Drawer Consultants, 1995, p.29)

The Holidays Act also provides for five days paid special leave per year (once an employee has been employed in the organisation for six months) for bereavement or sickness, whether of the employee or the employee's spouse, dependent children or dependent parents.

6. Parental leave

Parental leave is taken when an employee becomes a parent. The leave can be taken by either the father or the mother. Some organisations offer paid parental leave, some offer a parental leave grant which is received by the employee upon return to work. New Zealand employers are legislatively bound to provide parental leave under the Parental Leave and Employment Protection Act, 1987.

The Act prescribes 'minimum entitlements with respect to parental leave for male and female employees and to protect the rights of employees during pregnancy and parental leave' (Parental Leave and Employment Protection Act, 1987, p.2).

In essence, the Act allows for 14 weeks parental leave, subject to certain conditions outlined in the Act. In a survey involving 350 organisations undertaken by the EEO Trust in 1998, they found more organisations are providing paid parental leave to their employees even though there is no legal requirement to do so (Clarkson, 1999).

7. Other options

Other examples of family friendly workplace initiatives in the area of flexible working arrangements include the following:

- Flexible employment options, for example, as introduced at New Zealand Police "for staff who want to work less than full time. Staff can apply to

work a reduced number of hours per rostered fortnight over an approved specified period” (Families at Work & Top Drawer Consultants, 1995, p.22).

- ‘Phase back for new mothers’ and ‘support for staff on parental leave’ is an attempt by employers to increase the return rate of employees on parental leave. This initiative allows new parents to return to work gradually. “They can make the transition more easily and with less stress by working only partial days or partial weeks at first, then easing into a full work schedule” (Hand & Zawacki, 1994, p.84). A number of New Zealand organisations offer this initiative, including Audit New Zealand (Top Drawer Consultants, 1996a) and Westpac Banking Corporation (Families at Work & Top Drawer Consultants, 1995).
- Shiftwork training programme, as introduced at New Zealand Post Limited, which is a “comprehensive programme for employees working unsociable hours” (Families at Work & Top Drawer Consultants, 1995, p.19). The programme includes:
 - educating shift workers to take better care of themselves while working unsociable hours and to manage their personal lives;
 - educating managers about shift-related issues so that they are more aware of the implications of restructuring shifts;
 - collaborative development of appropriate shift structures that cause the least disruption to employees and meet business needs as a longer-term goal;
 - ongoing improvement of the people-management capabilities of team leaders.(Families at Work & Top Drawer Consultants, 1995, p.19)
- ‘Keep in touch’ a scheme for employees on parental leave or extended sick leave enables employees to remain in touch with organisational activities by being sent company newsletters and invited to attend training and meetings.

This is done in an effort to keep in touch with employees to ensure they still feel part of the organisation even though they are on leave. A survey undertaken by the EEO Trust (1998b) found 47% of organisations surveyed kept in touch with employees on parental leave.

Flexible place options

1. Telecommuting

Sometimes telecommuting is referred to as 'working from home', but it can also include temporary or on-going work from a satellite branch closer to the employee's home, rather than work at the corporate office which may be some distance from the employee's home. Some organisations maintain a pool of computers for employees to use at home (Alter, 1991). This option can give employees the flexibility to choose the workplace that best suits their needs, or help them cope with a change in circumstances. For example, an employee who is on parental leave may choose to start the progression back to the workplace by starting work at home; or an employee with a sick dependant may work from home until the dependant is well again and then return to working at the office. Some suggest that telecommuting is the way of the future, "the springboard for a reengineering of how work is done ... there are already signs that in the future the telecommuting concept will evolve into the idea that work can and will be done anytime and anyplace" (Mason, 1993a, p.15).

However, as noted previously, telecommuting can disadvantage employees. As they are not as 'visible' at the office, they can be forgotten at times of training, promotion and so on. The culture of the organisation has to be supportive of telecommuting to ensure that employees who work from home do not miss out.

2. Part office, part elsewhere

This can be a permanent situation where an employee may work part of the time in the office and part of the time elsewhere on an ongoing basis. Or it can be a temporary situation to help an employee with a change in circumstances. This

option is often utilised by salespeople who may be 'on the road' a lot. They work partly from the office and partly from their vehicle, often linked to the office and customers by a mobile phone. Another position well suited to part office, part elsewhere is that of a mobile bank manager.

Dependant-care Programmes

Dependant-care programmes and policies are related to the care of children, the elderly, and sick or disabled dependants. "The rationale behind these policies is that they will alleviate some of the stress from caregivers allowing them to more successfully combine work and family" (Tudhope, 1994, p.32). The following section examines various dependant-care programmes, starting with childcare, then after-school care and school holiday programmes, and third, eldercare options. There are also other innovative options which organisations have implemented, such as the provision of a room for mothers of babies to express breast milk, completes the section.

Childcare

The range of childcare offerings can cover a variety of options from a childcare referral service, which in some cases can basically be a list of childcare centres in the vicinity of the organisation, through to an on-site or near-site childcare centre.

1. On-site childcare facility

Building an on-site or near-site childcare facility is not always the best option for a company (Hand & Zawacki, 1994), even though sometimes it is the first or only solution considered. "Construction of a new center is quite costly ... it is also difficult to efficiently manage and run ... if you are not in the dependant-care industry" (Hand & Zawacki, 1994, p.80).

However, on-site childcare facilities provide employees with the advantage of being in close proximity to their children. Employees can visit their children during the day, for example, at lunchtimes; mothers can continue to breastfeed

their infants after they have returned to the workplace. The Waitakere City Council established a purpose-built childcare facility in Henderson (Families at Work & Top Drawer Consultants, 1995). The Council contracted Barnardo's, a community childcare provider, to manage the centre, thus overcoming the potential difficulty of having to manage and run the facility itself. Employers have a range of cost-effective childcare options: offering a referral service or a dependant-care subsidy, or providing, arranging for, or subsidising temporary and emergency dependant care.

2. Near-site childcare facility

Partially funding or subsidising a near-site childcare facility is another option, which is usually less costly than an on-site facility. This option often means allocating a specific number of childcare places for employees, or it can mean discounts to employees who utilise the specified childcare facility. For example, Nelson Polytechnic subsidises their childcare facility by maintaining and cleaning the facility; this helps to keep costs down for staff and students who use it (Liddicoat, 1998).

3. Referral service

A referral service is usually a database of currently available childcare facilities, which employers can provide employees. The list includes the address and phone number of each childcare facility and such information as the age range of children accepted, the staff-children ratio, and the numbers of children catered for. The Early Childhood Development Unit (ECDU), a government agency created in 1989 to support the early childhood education of children zero to five years of age (Statistics New Zealand, 1998a), provides organisations with a print-out of local childcare facilities for organisations to disseminate to employees. The ECDU Web page states that the ECDU provides advice, support and information about early childhood education and parenting to groups, parents and the wider community (ECDU, 1999).

4. Employer subsidy of childcare

Subsidising childcare costs is another option that employers may offer their employees. Some governments provide tax incentives to employers to encourage them to subsidise employees' childcare costs. Reimbursing childcare costs for employees who are away from home on work-related business is another initiative that employers can offer. For example, Nelson Polytechnic provides assistance for employees travelling on official business. According to the Polytechnic's 'Work and Family/Whanau Responsibilities' brochure:

If your job requires you to work unusual hours to attend a course or travel on official business and you need to pay someone to care for children or other dependants the Polytechnic has the discretion to approve a refund for all or part of these extra expenses.

(Nelson Polytechnic, 1998)

5. After-school and school holiday programmes

This initiative provides for programmes for school-aged children during the school holidays or after school. It may be an initiative that is provided for employees' children only, or it may include a subsidy for an established programme. Sealord Products in Nelson developed a school holiday programme. According to the human resource manager, Sealord Products utilise a local school during the school holiday period when the school would otherwise be empty. It employs carers to develop the programme and to care for the children on the programme [C. Miles, personal communication, 10 August, 1998].

Other dependant-care options

There is also a range other of dependant-care options available such as eldercare, and provision of dependant-care car parks.

6. Eldercare

Eldercare relates to the care of elderly persons, and, as is the case with childcare, eldercare has many options. These range from an on-site eldercare facility

through to subsidies, emergency care and so on. An employee may be in the situation of having both young children and an elderly family member to care for.

7. Dependant-care car parks

Dependant-care car parks are an initiative introduced by the Ministry of Commerce. The Ministry has “set aside two car parks specifically for staff to use for family emergency situations; for example, so that children can be taken to the doctor. This provision assures staff that they can get a convenient park when they need it” (Families at Work & Top Drawer Consultants, 1995, p.26).

8. Other dependant-care initiatives

Other family friendly initiatives include provision of a licensed nurse to care for employees’ dependants (Rose, 1993; Young, 1993); provision of rooms for mothers of babies to express breast milk (Johnson, 1993a); emergency or extra childcare paid for by the company when parents are required to work overtime or to travel (Nelson Polytechnic, 1998); aggregating all leave time into an hourly total to give maximum flexibility to staff, for example, so people can use leave to attend appointments, or school functions (Johnson, 1993a); and supplying expectant fathers with beepers so they can be contacted at any time (Johnson, 1993a).

These various dependant-care options are often made available to employees because the lack of available quality childcare, and in some cases eldercare, has been found to be a constraint on employment for many parents. A study cited in Friedman (1986) found that 28 percent of nonworking women had quit their jobs to care for their mothers. Care for the elderly is becoming an area of growing concern as the aged constitute an increasingly larger proportion of the population because of increasing life expectancies. This is true especially for women, whose life expectancy now stands at 79.51 years, compared to men at 74.20 years (Statistics New Zealand, 1998a, p.93). “Unlike childcare, where dependants eventually become independent, eldercare responsibilities generally expand as individuals become increasingly more dependent” (Tudhope, 1994, p.33).

The following table shows the sector breakdown of work and family initiatives in New Zealand based on a survey undertaken by the EEO Trust (1998b).

Table 3.1
Sector breakdown of work and family initiatives

	Private sector	Public service	Local authority	Education sector
Childcare facilities	6.7%	30%	20%	73.3%
After school care	5.3%	12.5%	8%	13.3%
School holiday programmes	13.4%	35%	36%	26.7%
Eldercare services	1.8%	0%	12%	0%
Work & family information	22.2%	60%	28%	50%
Flexible work arrangements	71.1%	97.5%	84%	80%

Source of data: “The EEO Trust Index material is drawn from a wide variety of sources, including the second annual EEO Survey sent to 1784 organisations mostly of 50 plus employees. The response rate was 23.5%” (EEO Trust, 1998b, p.1).

4. Benefits of family friendly workplace initiatives

Employers can benefit in a variety of ways from implementing family friendly workplace initiatives. Some writers and researchers (e.g., Pitt-Catsoupes & Bankert (1998); Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Rapoport & Bailyn, 1996) in the area of work and family suggest that not offering family friendly workplace initiatives does not make good business sense. This section describes some of the benefits of providing family friendly workplace initiatives.

1. Staff recruitment and retention

Employers are better able to recruit and retain key personnel if they offer family friendly workplace initiatives (Callister, 1996; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Wolcott, 1991). In the United States, where there is a shortage of trained and specialised

staff, it is important that employers provide family friendly initiatives to better recruit and retain key staff. Anecdotal evidence suggests that the offering of family friendly initiatives can be a key reason for an individual to accept or reject a job.

Grover and Crooker (1995) obtained data from the 1991 General Social Survey, a face-to-face interview survey conducted by the National Opinion Research Center, to assess the impact of family-responsive human resource policies. Their findings show that “employees who had greater access to family-responsive policies showed significantly greater organizational commitment and expressed significantly lower intention to quit their jobs” (Grover & Crooker, 1995, p.271).

They also found that people were more attached to organisations that offered family friendly policies and practices. Grover and Crooker (1995) used two types of organisational commitment to establish worker attachment. The first, affective commitment is where workers are committed to the organisation because of pride and loyalty; the second, continuance commitment “binds individuals to an organization because they have side bets, or sunk costs (e.g., a pension plan) invested in the organization and cannot afford to separate themselves from it” (p.273-274). In their study, affective commitment was measured with an organisational commitment scale, they assessed the second form of work attachment as “intent to remain with the organization” (p.274). Attachment existed regardless of the extent to which the individual employee might personally benefit from the policies.

However, Grover and Crooker (1995) assert that even if an organisation has the most family-friendly workplace policies and practices, these policies and practices are at best useless, or worse, counterproductive, if the organisational culture does not support their use. In the next chapter, the impact of organisational culture on family friendly workplace policies and practices is examined in greater detail. Arlene Johnson notes that “in one group of employers with family-

supportive programs, 78 percent reported that the program helped their company retain valuable employees” (Johnson, 1995, p.55).

2. Turnover

Turnover can be a huge cost to organisations (Johnson, 1995; Top Drawer Consultants & Families at Work, 1996). “Researchers concur that turnover costs between 93% and 150% of a departing employee’s salary – and up to 200% of salary for a highly skilled or senior person” (Johnson, 1995, p.54). Johnson also suggests that workplace research finds “repeated evidence of the link between perceived ability to balance work and family issues and staff intentions to stay at a firm” (Johnson, 1995, p.54). If even a small percentage of employees leave because they experience work-family conflict, the costs for the organisation can be very high.

3. Return following parental leave

Increasing the return rate for employees on parental leave may also explain why organisations develop family friendly workplace initiatives for their employees. Audit New Zealand found that, until a few years ago, few staff who took parental leave returned to work. They considered the cost of these women not returning in terms of selection, training and development, the scarcity of skilled staff, and client frustration, and decided to implement flexibility in an effort to retain these women. Although Audit New Zealand tailor the family friendly workplace initiatives to meet each individual worker’s needs, they have extended their initial brief to include flexibility in:

- the number of hours worked;
- the place of work – either at home or in the office; and
- job design – in some cases the travel component of jobs has been rearranged.

(Top Drawer Consultants, 1996a, p.38)

Originally the flexibility was aimed at women returning from parental leave, but it has since been extended to include both men and women, those with family responsibilities and those who need flexibility for other reasons. “It is also being used in recruiting new staff, giving Audit New Zealand access to a wider pool of applicants” (Top Drawer Consultants, 1996a, p.38).

4. Absenteeism

Some employers implement family friendly workplace initiatives in an effort to reduce absenteeism or to address absenteeism issues (Gundersen et al., 1995; Pitt-Catsoupes & Bankert, 1998; Top Drawer Consultants & Families at Work, 1996; Wolcott, 1991). If employees know that they can arrive at work late to take care of a family emergency such as taking a child to the doctor, or organising childcare for a sick child, then they are less likely to take the whole day off on leave. If, however, they know that lateness is punished in some way, they are more likely to call in sick.

5. Productivity

A number of studies, and also anecdotal evidence, link the offering of family friendly initiatives to an increase in productivity (Callister, 1996; Gundersen et al., 1995; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Tudhope, 1994). Often the increase in productivity has resulted from a decrease in stress related to the offering of family friendly workplace initiatives (Wolcott, 1991).

6. Employee morale

Employee morale can also be improved by implementing family friendly workplace initiatives (Gundersen, 1995; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Wolcott, 1991). Arlene Johnson suggests that workers are less likely to leave and more likely to recommend the company to friends and others as a good employer and employees feel a greater loyalty and commitment to their employer if they are offered family friendly workplace initiatives (Robyns, 1993).

7. 'Good employer' obligations

Good employer obligations relate to fair treatment by public sector organisations in New Zealand. Section 77a of the State Sector Amendment Act (1989) states that: "a 'good employer' is an employer who operates a personnel policy containing provisions generally accepted as necessary for the fair and proper treatment of employees in all aspects of their employment."

This includes provisions for an equal employment opportunities programme, and recognition of the employment requirements of women. The State Services Commission views EEO as a "sound platform on which to develop family friendly workplace practices" [S. Knight, State Services Commission, personal communication, 2 August, 1999], which in turn help to ensure employers are meeting their 'good employer' obligations as outlined in the State Sector Act.

8. Public relations

Another benefit of implementing family friendly workplace initiatives lies in the area of public relations. Organisations can match 'leading edge' practices, keep up with competitors or those in the same industry, improve public relations and community relations, and have more employee flexibility to respond to market demands for more product and service flexibility (Top Drawer Consultants & Families at Work, 1996).

9. Other benefits

There are a host of other benefits that accrue to family friendly organisations. These include: tax reduction: as some governments may provide tax exemptions to encourage employers to provide benefits such as health insurance or childcare (Callister, 1996); meeting the demands of unions (Callister, 1996; Top Drawer Consultants & Families at Work, 1996); reducing training costs (Wolcott, 1991); and building and maintaining an organisation's competitive advantage (Milliken et al., 1990).

In 1994/95, fifty-five employers from around New Zealand participated in a project designed to help employers develop ‘best practice’ family friendly strategies. This culminated in the publication of two books, *Work and family directions: What New Zealand champions are doing* and *Work and family: Steps to success*. The most common reasons for participants in the project wanting to address work and family issues were:

- to develop equal employment opportunities,
- concern for their employees’ welfare,
- to increase productivity, and
- to reduce employee turnover.

(Top Drawer Consultants & Families at Work, 1996, p.12)

Prior to the end of the Work and Family Directions project, forty-two of the participants were asked to complete a questionnaire to gauge their perceptions of the impact of the work and family policies they developed and implemented in their organisations. Although some participants suggested it was too soon to accurately gauge the full impact of the policies, overall they rated their policies as follows:

Work and family policies had a positive impact on:	% of respondents
Equal Employment Opportunity goals	79
Employee attitude to employer	67
Relations with unions	55
Employee morale, motivation and commitment	52
Industrial Relations	48
Relations between staff and supervisors	48
Employee work satisfaction	48

Community image	45
Ability to attract employees	43
Ability of staff to attend training	40

(Top Drawer Consultants & Families at Work, 1996, p.12)

Evidently there were many positive outcomes as a result of the development of family friendly workplace initiatives. The ability to meet EEO goals was mentioned by 79 percent of the organisations surveyed; employee attitude to the employer and relations between staff and supervisors improved as a result of the policies, as did the relations with unions and general issues relating to industrial relations. Increased employee morale, motivation, commitment and improved work satisfaction were also mentioned by the majority of organisations as outcomes of the introduction of family friendly policies.

5. Challenges of family friendly workplace initiatives

Wolcott (1991) undertook a research project based on fifty-three semi-structured interviews with human resource personnel, and equal employment opportunity or general managers in forty companies in Australia. The results were compiled and published in the book *Work and family: Employers' views*. Based on this research, Wolcott identifies the following perceived constraints to introducing family friendly initiatives:

- economic costs are the main reason for not introducing work-based childcare;
- financial costs are the main reason that benefits such as sick child leave and paid maternity and parental leaves are not offered;
- characteristics of the job and union award restrictions are the most common barriers to offering alternative working arrangements such as flexible hours and job sharing;
- administrative difficulties, such as making sure that supervisors are able to cover working hours, organising time schedules and covering for absent workers are obstacles to introducing more flexible hours;

- in production-oriented organisations, the demands of the production process are not seen as conducive to more flexible working hours for individuals;
- the fear exists that company clients will be resistant to changed ways of working with staff;
- there is reluctance stemming from management fears that workers without family responsibilities will object on equity grounds;
- providing more formalised benefits like sick leave for childcare will result in abuse of the privilege.

(Wolcott, 1991, p.50-52)

In many organisations, employees worry that they will jeopardise their careers if they take advantage of the family friendly workplace initiatives the company offers (Mason, 1992; Pringle & Tudhope, 1996; Raabe, 1990; Rapoport & Bailyn, 1996; Romano, 1994; Rose, 1993; Young & Kleiner, 1992). Although this also relates to the culture within the organisation covered in the next chapter, the issue of the 'mommy track' is briefly covered here.

The term 'mommy track' refers to an alternative career path for women who want to balance career and family, which may mean taking a slower, more flexible path to the top than those on the traditional 'fast track'. The concept of an alternative career path emerged from an article by Schwartz (1989), who suggested that employers ought to consider instituting two career paths for their female managers – one for 'career primary' women managers and one for 'career and family' women. Career primary women forgo childrearing and devote themselves to their work, whereas career and family women forsake some amount of professional advancement so they can bear and raise children. The second career path is the mommy track career path. Some writers (Fury, 1989; Rapoport & Bailyn, 1996; Sullivan, 1998) also refer to a 'daddy track' for fathers who forsake professional advancement to have greater family involvement.

The concept of a mommy track and a daddy track brings with it a challenge to both

employers and employees. Since Schwartz wrote the article developing the two career tracks there has been widespread discussion (Callister, 1996; Kossek & Nichol, 1992; Lambert, 1990; Raabe, 1990; Schien, 1993; Shilton, 1993) about such issues as the impact of the two career track idea on the careers of parents and caregivers, employer perceptions coloured by this concept, the issue of whether employees should be treated differently because they have dependants, and whether the two-career-path model does exist in practice. Employees have to be aware that the two-career-path model is embedded in the mind of some employers who may treat them differently if they perceive that the employees may be 'career and family' women or men. The Ministry of Commerce provides training for their managers on work and family issues in an attempt to counteract managers' perceptions of staff who have work and family responsibilities:

The training is designed to assist managers explore their personal attitudes to work and family issues, and develop strategies that will make it easier for their staff to balance work and family responsibilities.
(Families at Work & Top Drawer Consultants, 1995, p.27)

Anecdotal evidence included in a seminar presented by Ilene Wolcott (1998) from the Australian Institute of Family Studies suggests that increasing numbers of employees are willing to give up well paid jobs so they can spend more time with their families. How management in organisations respond to these issues and other issues related to work and family, and the impact of the organisational culture on work and family will be considered in the next chapter.

The next chapter examines the relationship between organisational culture and family friendly workplace policies and practices, the potential barriers organisations may encounter when developing a family friendly workplace culture, and who is responsible for the provision of family friendly workplace initiatives. Finally the chapter discusses the development of a family friendly workplace culture.

Chapter Four

Organisation culture and family friendly workplaces

Introduction

This chapter examines the relationship between organisation culture and the development, implementation and on-going commitment to family friendly initiatives. The chapter begins by describing organisation culture, then studies the importance of senior management, supervisor and peer support for family friendly workplaces and family friendly workplace initiatives. One New Zealand organisation seeking to develop a family friendly culture is examined in detail, followed a survey of the potential barriers associated with the development and implementation of family friendly workplace initiatives. The author then considers the issue of who is responsible for family friendly initiatives, and concludes with a brief summary of how to develop a family friendly workplace culture.

1. Organisation culture

Organisation culture, as defined by Robbins (1994) is "a system of shared meaning within an organization that determines, in large degree, how employees act" (p.71). Just as tribal cultures have totems and taboos that dictate how each member of the society must act toward fellow members and outsiders, organisations also have cultures that govern how employees should behave, what

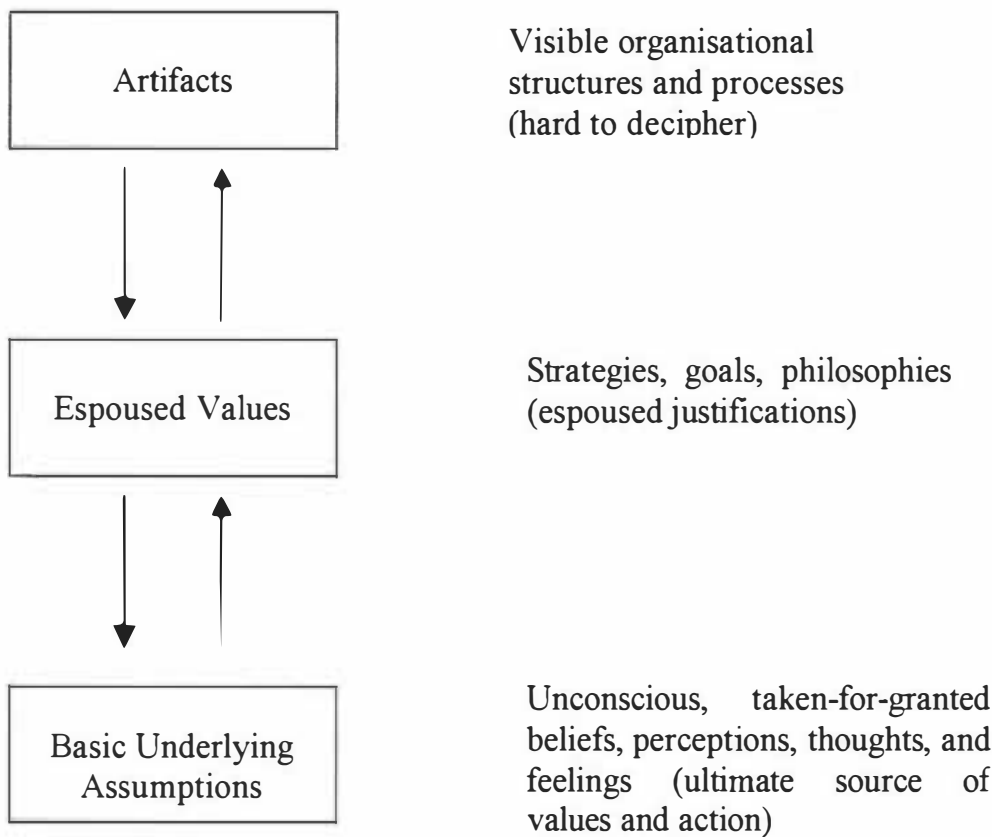
employees see and how they respond to the world. Westwood (1984) suggests that:

No culture is a spontaneous event divorced from its social and cultural landscape. A culture is most simply a way of life, a set of shared meanings with specific symbols that signify membership of the cultural group, a language or its specific use, particular rituals and events in which all can share and thereby reaffirm life as it is lived.
(p.89)

Levels of culture

According to Schein (1992), there are three levels of organisation culture. These are artifacts, espoused values and basic underlying assumptions.

Figure 4.1 Levels of culture



Source: Schein, 1992, p. 17.

Artifacts are visible organisational structures and processes, and include “phenomena that one sees, hears, and feels” (Schein, 1992, p.17). In an organisation that embodies a family friendly workplace culture employees may *see* that there is flexibility for staff and that managers are sympathetic to work-family responsibilities. They may also see a box of toys at reception that further shows that ‘children are OK here’. Employees may *hear* that flexibility to allow for work-family responsibilities is available, or that there is financial support for employees’ childcare costs. Employees may *feel* that management supports employees with work and family responsibilities from their assurances to employees that work-family responsibilities are important, through non-verbal communication such as body language, and so on.

Espoused values are the strategies, goals and philosophies of the organisation. In a family friendly organisation this may include a work-family policy, brochures on family friendly workplace initiatives available to employees, and also senior management, supervisors and colleagues who are supportive of employees with work-family responsibilities.

Finally, there are the underlying, basic assumptions. This level includes “unconscious, taken-for-granted beliefs, perceptions, thoughts and feelings” (Schein, 1992, p.17). In a family friendly workplace organisation members assume that individuals with work-family responsibilities will be supported and that the organisation is committed to family friendly workplace initiatives – it is good business sense. “If a basic assumption is strongly held in a group, members will find behavior based on any other premise inconceivable” (Schein, 1992, p.22).

A family friendly workplace or family friendly organisation has a culture that emphasises “family”. This culture will be absorbed by employees. They will know that if the culture of the organisation supports family friendly workplaces and family friendly workplace initiatives that, in turn, dictates that managers will be

proactive in developing, implementing and disseminating information about family friendly workplaces and family friendly workplace initiatives.

However, not all organisations have a family friendly culture. Many organisations still tend to structure work regimes with the philosophy of “constructed separation” (Pringle & Tudhope, 1996) as if work and family are distinct entities, incompatible environments, where family must not encroach on work. The culture of an organisation may support either a ‘constructed separation’ or a ‘family friendly’ philosophy. If the organisation supports constructed separation then any attempt to develop a family friendly culture will encounter difficulty.

Regan (1994) suggests that if companies want their work/family initiatives to reach their full potential there are three cultural changes they need to make. The first is to educate or train managers and supervisors to be sensitive to work/family conflicts. The second change is to make managers accountable for meeting work/family goals and to give recognition for innovative and effective approaches. Finally, it is essential to provide visible top-down support. For example, senior management can promote cultural change by articulating a statement of work/family principles or set up a policy for the organisation. A formal statement of the organisation's philosophy of work and personal life is also necessary to empower managers and supervisors to act.

Senior management support

A commitment by senior management to the development, implementation and on-going support of a family friendly workplace is important. This demonstration of support can then permeate throughout the organisation to include support from supervisors, peers and those stakeholders external to the organisation.

Firm commitment and support from the Chief Executive Officer (CEO) and management is one of the most important considerations in implementing

[family friendly] initiatives ... If they do not have this commitment from the top a vicious circle can result where programmes are put into place but doomed to failure. There is little point, for example, in offering a women [sic] with primary child care responsibilities the opportunity to work part-time if the organisation and management judges promotability in terms of how many hours are spent at the office.

(Shilton, 1993, p.1)

An important step that senior management can take if they wish to promote work-family initiatives and promote a cultural change in the organisation is to articulate a statement of work-family principles or develop a work-family or family friendly policy for the organisation. Middle managers seek guidance from senior management. If senior management are supportive of work-family policies and programmes, and they articulate this message clearly, then middle management will follow this lead or directive. Regan (1994) suggests that guidance should be in the form of handbooks and policy manuals.

It is also important that senior management do not give mixed messages with regard to the work-family stance of the organisation. For example, to have a statement articulating support of work-family whilst at the same time expecting employees to attend 6.30am breakfast meetings or weekend meetings sends mixed messages to organisation members and can undermine the articulation and inculcation of a family friendly workplace culture.

A culture of work-family cannot develop if senior management think that work-family is only a women's issue; it is much broader than that. By developing a work-family culture the organisation stands to benefit through increased productivity, retention of staff, and reduced absenteeism; moreover, these benefits relate to staff, not just to those who utilise the work-family initiatives offered by the organisation or those with work and family responsibilities. Further, if "the issue of family friendly policies is perceived as affecting mostly women, it is likely to be judged as a 'soft' issue and not a legitimate organizational concern" (Pringle

& Tudhope, 1996, p.80).

Manager/supervisor support

Support of work-family initiatives by supervisors has been noted as a critical element in the creation of a family friendly culture in the workplace (Grover & Crooker, 1995; Milliken et al., 1990; Rodgers, 1992). If supervisors are not supportive of their employees utilising the family friendly initiatives available the organisation will not benefit from the potential outcomes of increased retention and other advantages that may accrue. It may also mean that employees are afraid to use the organisation's family friendly initiatives for fear of jeopardising their job or their relationship with their supervisor or manager.

Companies that have gone beyond simply adopting work/family initiatives to the stage of trying to change organizational culture are finding mid-level managers and supervisors to be a major obstacle to change ... instead of accepting these programs as tools that can help them manage more effectively, they often see these programs as unnecessary intrusions that interfere with their ability to control the workflow. Changing perceptions such as these is essential to bringing about lasting cultural change.
(Regan, 1994, p.35)

Supervisor support of the concept of a family friendly workplace occurs when the supervisors are knowledgeable about the organisation's policies on work and family, knowledgeable about the potential benefits of these policies, and know what family friendly initiatives the organisation offers. Some organisations link a supervisor's work performance to their handling of work-family issues with their staff and whether their staff are being granted access to the family friendly workplaces initiatives offered by the organisation (Milliken et al., 1990; Stirling, 1999). There are also organisations that link work-family initiatives to overall business objectives (Pitt-Catsouphes & Bankert, 1988; Rodgers, 1992).

Manager training

Integral to the development of a family friendly workplace culture is the need to train managers and supervisors to be supportive and receptive to the needs of staff with work-family responsibilities. An example of a New Zealand organisation that offers training for managers in work-family issues is the Ministry of Commerce:

The Ministry of Commerce provides training on work and family issues for all staff who have staff management responsibilities. The training is designed to assist managers to explore their personal attitudes to work and family issues, and develop strategies that will make it easier for their staff to balance work and family responsibilities.

(Families at Work & Top Drawer Consultants, 1995, p.27)

Regan (1994, p.35) mentions a Workforce 2000 study in the United States that found that “most managers have no training in sensitivity to work/life issues. Therefore, many of these individuals struggle to find the correct answers to their employees’ problems.”

Training for managers can include the exploration of personal attitudes to work-family, as in the Ministry of Commerce example. It can also include case studies, presentations on the organisation’s stance to work-family, including outlining the organisation’s work-family policies and how to implement work-family initiatives. The training can also examine the rationale behind the organisation’s development of work-family policies and programmes, the potential benefits and the challenges of a family friendly workplace culture.

Peer support

The third level of support required to develop a family friendly workplace culture is support from peers or colleagues. Support from peers is important as they can be influential within an organisational structure, especially the more modern ‘teams based’ organisational structure that features self-managed work teams.

An individual may not want to 'let the team down' by utilising family friendly workplace initiatives that may place more work or stress on other team members. It is important that issues are resolved and, if possible, policies put in place and training undertaken so that there is no resentment by peers of individuals who utilise family friendly workplace initiatives.

2. Needs analysis

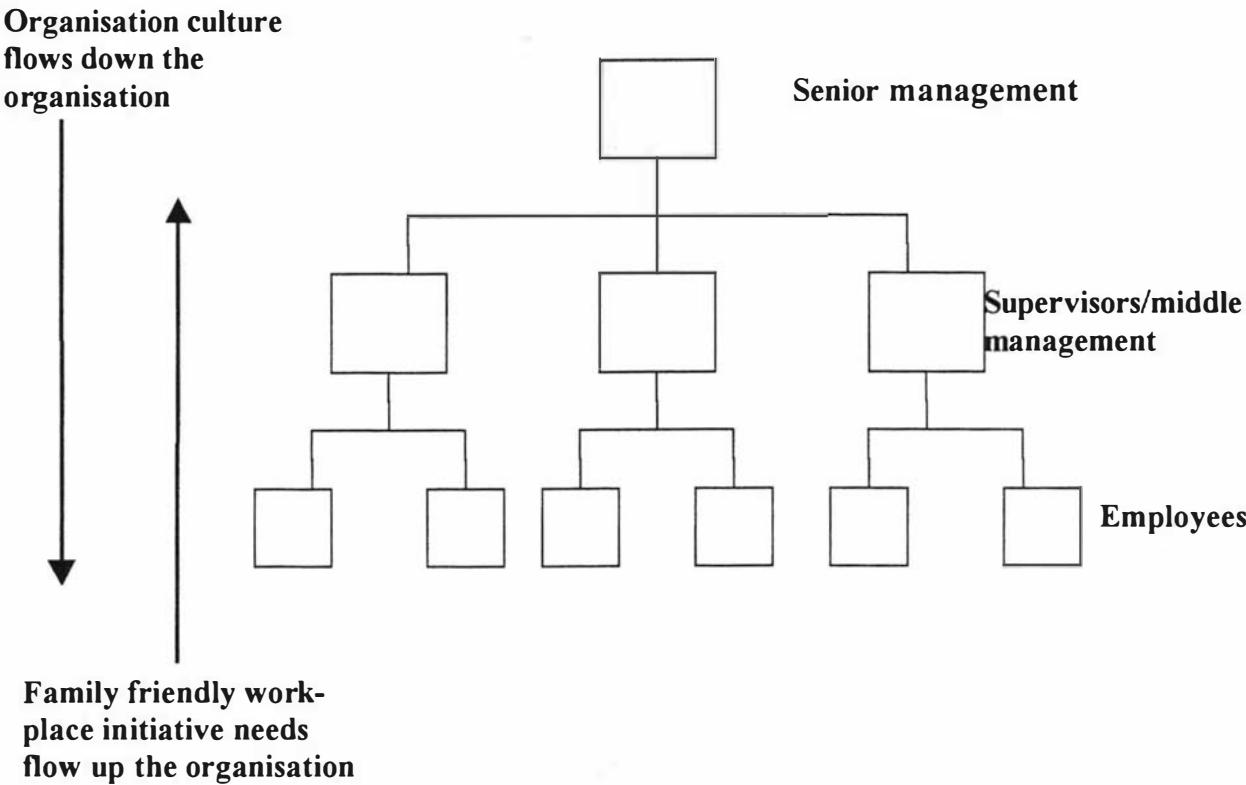
Arlene Johnson quoted in Young (1993), suggests that one of the keys to successful implementation of work-family policies is to first:

determine what work-family issues are affecting your workforce. You don't know exactly how they're affecting your people until you do some kind of analysis, and then select your responses based on that analysis ... it is very ill-advised to undertake programmes or policies without doing some kind of needs assessment.

(p.32)

A needs assessment or needs analysis can be undertaken to determine which family friendly initiatives are relevant to current employees. This can be reviewed on an on-going basis to ensure the initiatives offered are meeting the changing and evolving needs of employees. The articulation of this need flows up the organisation from staff/operatives to managers/supervisors and ultimately to senior management, whereas the development of the organisation culture flows down the organisation as shown in Figure 4.2.

Figure 4.2
Culture flow and needs flow in the organisation



3. Nelson Polytechnic – developing a family friendly culture

Nelson Polytechnic provides an example of an organisation striving to develop a more family friendly workplace is Nelson Polytechnic. More specifically, the position of EEO Coordinator included an undertaking to develop a more family friendly culture at Nelson Polytechnic (Liddicoat, 1998).

The first step was to gain senior management support for investigating and subsequently developing family friendly workplace initiatives. This was followed by an assessment of the current family friendly initiatives available at Nelson Polytechnic. An inventory of the needs of current employees was then developed

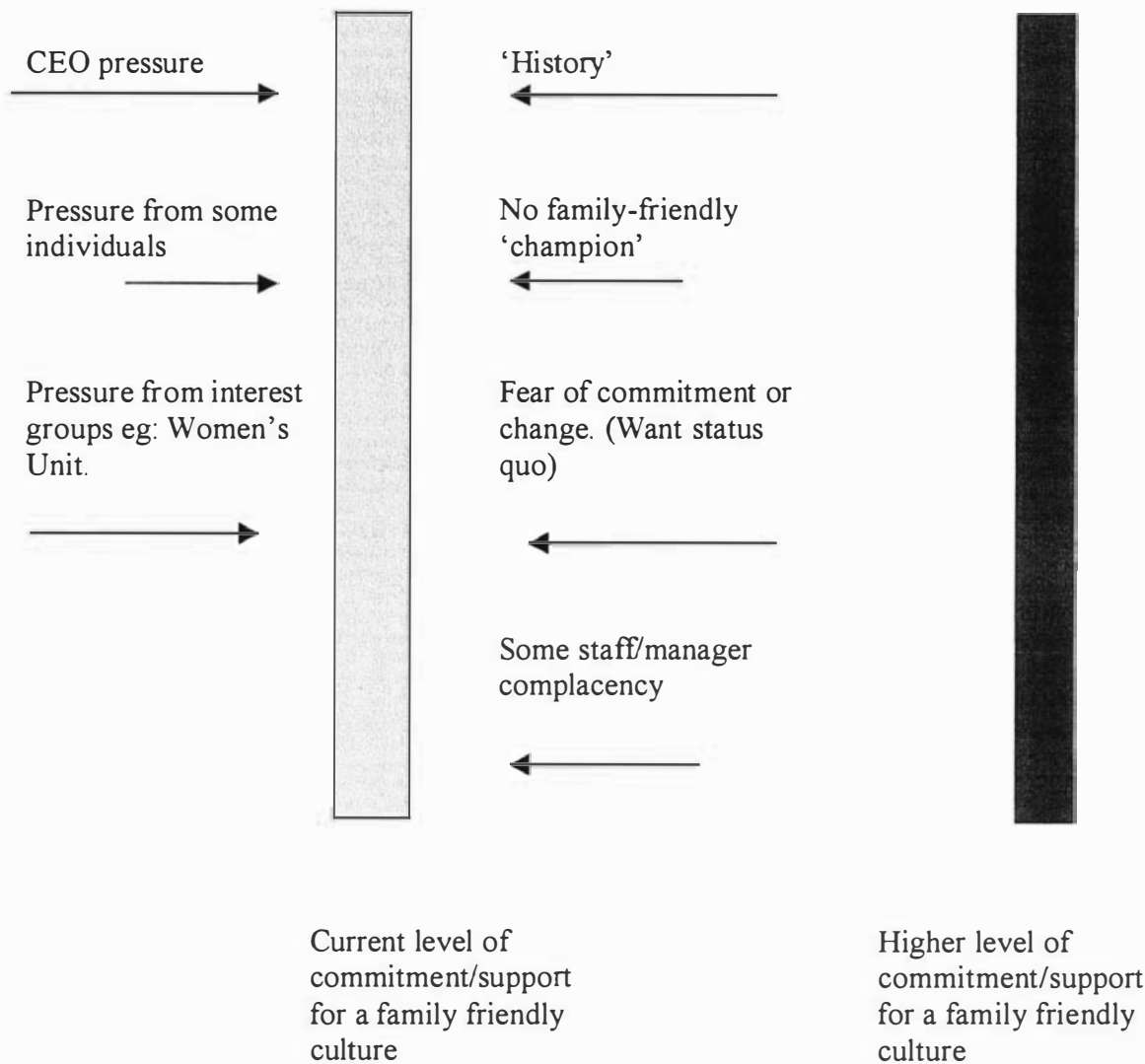
along with a list of possible family friendly workplace options. A package of options was selected and information disseminated to managers and employees in the form of a brochure. A 'force field' diagram adapted from Lewin (1952) was used to show the forces that acted upon Nelson Polytechnic's level of commitment to a family friendly culture (Liddicoat, 1998). The forces detailed in the diagram, and their magnitude were developed by the EEO Coordinator as a result of discussions with some of the managers and employees at Nelson Polytechnic. They are therefore based on assessments made by the EEO Coordinator, who is also the author of this thesis.

The first diagram (Figure 4.3), which appears on the following page, shows that prior to 1996 there was a degree of pressure from the CEO in support of the organisation becoming family friendly. There was also pressure from some individuals within the organisation, although this pressure was not very strong, as indicated by the length of the arrows. There was also collective pressure from interest groups such as the Women's Unit. On the other side of the force field a number of forces were working either to keep the organisation at the status quo, or to push against these pressures to be more family friendly. These pressures included the history of the organisation, for example the attitude of "we've got some family friendly initiatives in some parts of the organisation – surely this is enough" and the fact that there was no 'champion' to personally push the organisation's culture towards family friendliness. Fear of commitment or fear of change plus some complacency were also preventing the organisation from becoming a more family friendly organisation.

As indicated in the diagram, the darker 'higher level' bar is some distance from the 'current level' bar. This shows that there is some way to go before the organisation is close to a situation where it has a high level of commitment and support for a family friendly workplace culture. As Pitt-Catsoupes and Bankert (1998, p.9) observe, "It almost goes without saying that workplace culture and

climate have a tremendous impact on how work/life efforts are developed and received.”

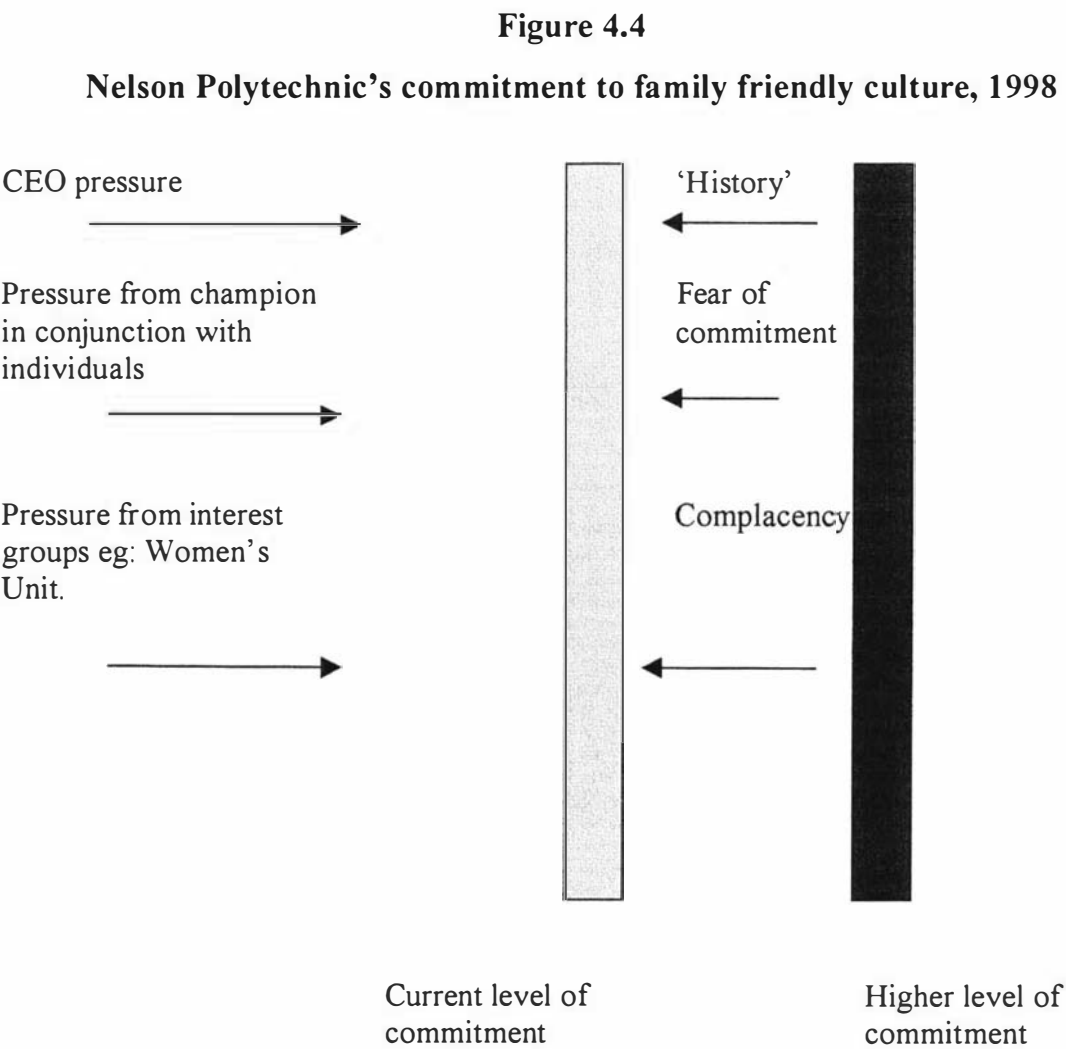
Figure 4.3
Nelson Polytechnic’s commitment to family friendly culture, pre-1996



Note: Arrow length corresponds to the strength of the force.

(Based on Lewin, 1952, and components as assessed by the author.)

The second diagram (Figure 4.4) shows the perceived 1998 situation. Pressure from the CEO has increased slightly, along with a more concerted effort from the family friendly workplace ‘champion’ in conjunction with individuals within the organisation who are also committed to family friendly practices. Pressure from interest groups also remains, while pressure from opposers is reducing. The pressure due to the culture is reduced as more people are ‘buying in’ to the concept of the organisation being family friendly.



Note: Arrow length corresponds to the strength of the force.

(Based on Lewin, 1952, and components as assessed by the author.)

A family friendly discussion group was developed and all employees were given the opportunity to attend group meetings. The discussion group, in conjunction with the work and family/whanau brochure and articles published in the in-house magazine, helped to reduce the fear of commitment to being a family friendly workplace. The increase in information disseminated about the concept of a family friendly workplace also helped to reduce any fear of change to a family friendly workplace culture. Although it was surmised that there was some residual complacency by staff and managers, overall the 'current level of commitment' bar had moved closer to the 'higher level of commitment' bar. This movement to a higher level of commitment to a family friendly workplace was the result of an increased buy-in by the CEO to the concept of a family friendly workplace; pressure from the family friendly workplace 'champion' in conjunction with individual staff members including family friendly discussion group members; pressure from interest groups such as the Women's Unit and the Women's Advisory Committee; and reduced pressure from those who feared the organisation is moving towards becoming family friendly.

As referred to earlier, organisation culture is "a system of shared meaning within an organization that determines, in large degree, how employees act" (Robbins, 1994, p.71). To ensure that all organisation members have a 'shared meaning', in this case a shared meaning of a family friendly workplace, it is important that management help shape and develop this shared meaning and link it to the overall goals of the organisation. Each organisation member then internalises this shared meaning which helps to shape the organisation culture to ultimately ensure an organisation has a family friendly workplace culture.

However, not all companies fit the culture of family friendly and there can be a number of barriers which impede the development and implementation of family friendly workplace initiatives.

4. Potential barriers

Arlene Johnson admits, "it is still a career risk in most companies to ask for parental leave or reduced hours" (Rose, 1993, p.48). There are also examples of women and men who have given up their jobs completely because of an unsupportive organisation culture and structure which does not mesh with family (Johnson, 1995; Louv, 1992; Mason, 1992; Schien, 1993; Wolcott, 1998). Anecdotal evidence includes a freelance communications consultant who could not go back to work after having a baby because the organisation she worked for did not allow for part-time workers and she felt she could not go back full time. In effect, she had to give up her career. Another example is a worker in Queenstown who was forced to resign her position to care for her young son during the summer holidays. The employer felt that because summer was their busiest time, they could not allow employees to take holidays during this time (B. Ashley, personal communication, 20 January 1999).

Financial considerations are often viewed as a potential barrier to the successful implementation of family friendly workplace initiatives (Pitt-Catsouphe & Bankert, 1998; Pringle & Tudhope, 1996; Wolcott, 1991). Some organisations perceive that implementing family friendly workplace initiatives will cost the organisation at the start-up stage, during the implementation of the initiatives, or when the initiatives are being used by the employees. As alluded to in Chapter 2, some family friendly initiatives can be costly, for example; the provision of an on-site childcare or eldercare facility. However, many initiatives may not cost the organisation much, or are cost neutral.

Another barrier can be employers' perceptions or misconceptions of additional administrative and supervisory problems associated with the introduction of family friendly initiatives. Some organisations believe that implementing family friendly workplace initiatives will bring a deluge of requests to utilise the initiatives and this will overwhelm the system (Pitt-Catsouphe & Bankert, 1998).

However, Rodgers' (1992, p.192) research on flexibility found that "most flexible work arrangements are used by relatively few employees even in companies that have worked hard to create an environment supportive of flexibility."

'Face time' is another potential barrier to the successful development of a family friendly workplace culture and work-family programmes. Face time is the "antiquated notion that productivity and loyalty can be measured by how many hours a day you work at the office" (Solomon, 1994, p.79).

There is often an unspoken assumption that work is more valuable to the extent it can be observed by a manager ... there is an assumption that the more time one is seen at the workplace, the more valuable is the contribution ... for many employees with families who strive to be as productive as possible in the hours they have at work, nothing is more frustrating than to be told that their contribution is not, by itself, enough – that extra hours at the office ("face time") are also essential in order to advance a career. (Rodgers, 1992, p.189)

Mason (1992, p.8) notes that "this notion [of face time] will change, in part, by management training." The training will need to focus on evaluating an employee's performance when they are not "under their [manager's] nose, sitting at a desk" (Mason, 1992, p.8).

The size of an organisation can be a factor influencing the development of a family friendly workplace culture. Some writers and commentators (Adams, 1993; Hayge, 1998) suggest that smaller companies do not tend to offer family friendly workplace initiatives to their employees. The organisations involved in the New Zealand research culminating in the book *Work and family directions: What New Zealand champions are doing* (Families at Work & Top Drawer Consultants, 1995) tended to be larger organisations or public sector organisations. The organisations involved in the 1995 book were: Fletcher Challenge Limited, Telecom New Zealand Limited, Inland Revenue Department, New Zealand Post Limited, LWR Industries, New Zealand Police, Auckland Museum, Ministry of

Commerce, Manukau City Council, Westpac Banking Group, Fisher and Paykel, Tranz Rail Hutt, University of Otago, Waitakere City Council, MacPac Wilderness Equipment, and Hawkes Bay Polytechnic. While many smaller businesses offer support to employees with work and family responsibilities, they may not have formalised family friendly policies or programmes.

A masculine work ethic can also be a barrier to the development of a family friendly workplace. According to Pringle and Tudhope (1996, p.80) “most of the work world is still structured as if there is a full-time parent at home attending to family obligations.” Such structuring ignores the role of fathers in childrearing; it also ignores the role of women in the workplace. Some employers assume that work should have a higher priority than family and may organise the workday, meetings, training and so on as if employees do not have responsibilities outside of work. One writer suggests that:

Current workplace structures, practices and expectations ... are based on the notion that employees are willing and able to make work their priority over and above their family, community or other concerns in their private lives. (Perlow, 1998, p.331)

However, while employers may assume that employees are willing to make work their priority over and above their family, community or activities outside work, this may not be the reality for many employees. Some employers are consumed by what Coser (1974) refers to as the “greedy institution”. The greedy institution is the notion that employers want more and more of their employees’ time and energies, leaving employees less and less for family and activities outside work.

In a study on boundary control, Perlow (1998) examines “how managers control the hours employees work, and therefore the temporal boundary between employees’ work and life outside work” (p.328). One of Perlow’s (1998, p.353) findings was that many employees “feel pressured from both sides: pressured to put

more time into their work and pressured to share more responsibility at home” as often they had a partner who also worked full time.

There is also the school of thought that organisations should not involve themselves in work-family issues (Adams, 1993; Magid, 1990 cited in Campbell, 1997; Wolcott, 1991). Individuals who believe organisations should not become involved in work-family issues suggest such issues are outside the jurisdiction of an organisation’s responsibilities. By initiating family friendly policies and practices organisations are invading the privacy of their employees and, by the very nature of the fact that family friendly initiatives are offered only to those with families, the organisation is not treating its workers equally:

Opponents of work and family programs say that employers should not involve themselves more deeply in workers' lives, that to do so opens a Pandora's box of raised expectations, employer liability, invasion of privacy and even accusations of unfairness in providing work-family programs. (Adams, 1993, p.126)

5. Responsibility

There is an on-going debate about who should be responsible for the development, implementation and maintenance of family friendly initiatives (Callister, 1996; Mason, 1993; Milliken et al., 1990; Wolcott, 1991). The debate centres around whether the government should provide greater input, or whether responsibility is better left with individual organisations. A balance of both government and organisation working in conjunction with employees has also been postulated:

Demographic and social changes have raised the vexatious question of who is to be responsible for the cost and benefits of investing in workers with family responsibilities ... The ILO Convention 156 clearly advocates a shared responsibility between governments, employers, and the community to provide the supports so that workers with family responsibilities and their workplaces can function at an optimum. (Wolcott, 1991, p. 52-53)

The 1981 ILO Convention 156 (to which New Zealand is not a signatory) focuses on workers with family responsibilities. It recognises that the:

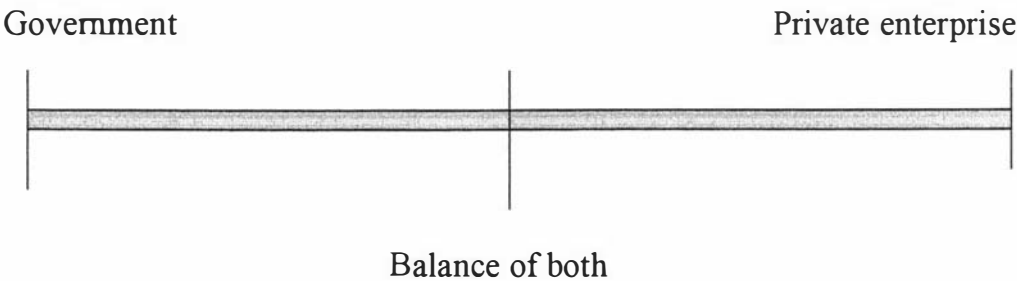
problems of workers with family responsibilities are aspects of wider issues regarding the family and society which should be taken into account in national policies, and ... [there is a] need to create effective equality of opportunity and treatment ... [for] men and women workers with family responsibilities.

(International Labour Organization, 1999, p.2)

The arguments for the government to provide family friendly initiatives develop from a social obligation paradigm, interpreting work-family dilemmas as a public policy issue suggesting that responsibility for solving work-family issues is external to the organisation (Milliken et al., 1990). According to the social obligation paradigm, an organisation should stick to its core competencies, and should not be in the business of, say, offering childcare services: those people who have the skill and expertise in the area of childcare should do this. Further, the offering of family friendly initiatives by organisations is argued to undermine the primary goal of a business, which is to make money for its investors. The offering of social services such as childcare and paid parental leave is better left to the government. It is not the job of the organisation (Robbins, 1994).

Callister (1996) states that “the New Zealand government through the Ministry of Women’s Affairs, has taken a major role in promoting the concept [of family friendly workplaces]. The current government’s aim to pass more responsibility over to individuals and employers to solve possible tensions between ‘work’ and ‘family’ is in line with its labour market policies and its desire to reduce its role in social spending” (p.212).

Figure 4.5
Who is responsible for providing family friendly workplace initiatives?



Mason (1993) notes that “in the United States, it’s ... assumed that the absence of national policies [on work-family programmes] will stimulate business initiatives” (p.10). However, a comparison of seven European countries showed that “where government has taken the lead, there is greater corporate activity on the work-family front ... when government does little, there is little employer activity” (Mason, 1993, p.10).

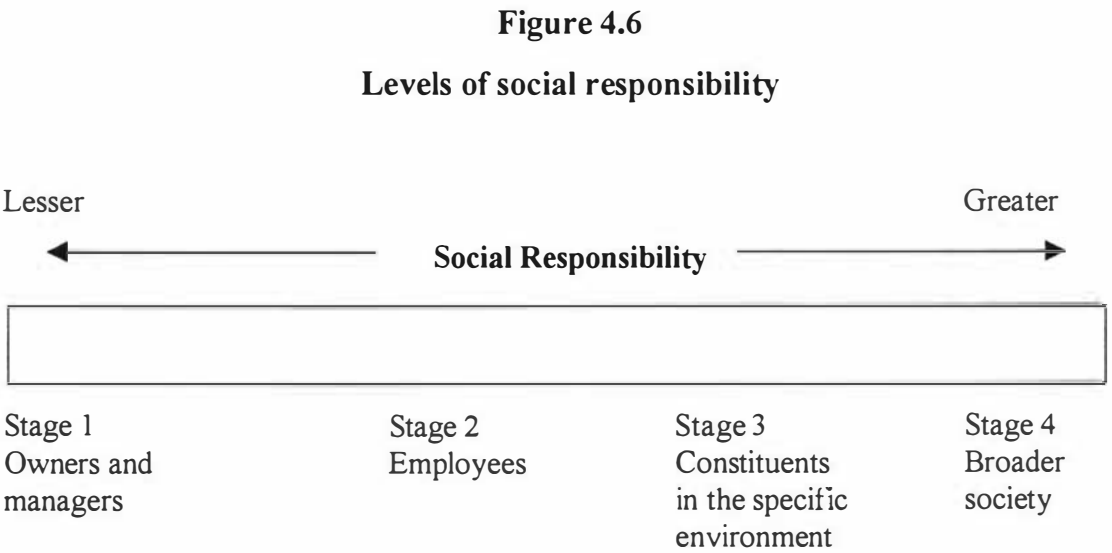
This view is also borne out by Milliken et al. (1990). They suggest that interpreting employees’ work-family dilemmas as a public policy issue, as opposed to an organisational issue, can bring about different implications both for the employees and the managers. Interpreting an employee’s work-family dilemma from the viewpoint of public policy suggests that any responsibility for solving the dilemma is external to the organisation. This is exemplified by the view that the government is responsible for providing tax relief for those workers who choose to place their child into childcare. However, if you interpret an employee’s work-family dilemma as an organisational issue, this implies that the organisation has a part to play in developing policies and practices to help employees better cope with any work and home conflict. Milliken et al. (1990, p.96) suggest that ‘interpreting the issue as an organizational issue increases the

probability that top management will feel obliged to take some relevant action.”

The arguments for organisations to provide family friendly initiatives develop from a Kantian capitalist paradigm (Evan & Freeman, 1988). This paradigm suggests that by offering family friendly initiatives, an organisation is showing their employees that they are valued. Valuing employees can mean employees are more committed to the organisation, morale is increased, absenteeism is reduced, which in turn increases productivity. The resulting increase in productivity means larger profits for the organisation. In effect, it is argued to be a win-win situation.

However, Galinsky quoted in Mason (1993) suggests that “rather than seeing this as a dichotomy – either all government or business – we need both family-friendly governments and family-friendly businesses” (p.10). Some managers would suggest that the responsibility for juggling work and home pressures lie with the employee. It is up to the employee to sort out priorities and give a “fair day’s work for a fair day’s pay”. Solomon (1994) notes a prevailing attitude of some managers and colleagues that individuals “shouldn’t have children unless [they] can afford them; that there should be someone staying home full time to care for them. If you don’t have that [care] then you aren’t supposed to have [children]” (p.79).

Following on from the issue of who is responsible for providing family friendly workplace initiatives is the issue of what social responsibility organisations have in society. Decisions can depend on the person or persons to whom managers feel they are responsible. The following table outlines the various levels of social responsibility an organisation can have.



Source: Robbins (1994, p.128).

At Stage 1, management is primarily interested in the owners or investors in the organisation. Management will promote the shareholders’ or investors’ interests by seeking to minimise costs and maximise profits. The organisation’s primary aim is to make a profit for stockholders; return on investors’ money is all-important.

At Stage 2, the view of responsibility is broadening to include the employees of the organisation. At this stage management will accept their responsibility to their employees and focus on human resource concerns. Because management want to recruit, select, retain and motivate good employees, they will increase job security, improve working conditions, expand employee rights, and so forth. Managers may also, at this stage, look at the concept of a family-friendly workplace to further enable them to retain good workers. An example of this style of thinking comes from Richard Branson of Virgin Airlines. Robbins (1995) notes that Branson has a unique philosophy about business. Counter to current norms, he doesn't put the customer first:

Almost 100 percent of running a business is motivating your staff and the people around you. And if you can motivate them, then you can achieve anything. And too many companies have put shareholders first, customers second, staff way last. If you reverse that and you put your staff first, very

quickly you find that the customers come first as well, and the shareholders come first, as well.

(Branson quoted in Robbins, 1995, p.524)

By Stage 3, management's view of social responsibility has broadened even further to include constituents in the specific environment of the organisation, for example, buyers of the products or services the organisation offers and suppliers to the organisation. Thus, management will expand their goals to include such things as fair prices, high-quality products and services, safe products, good supplier relations, and similar practices. By this stage management perceive that they can meet their responsibilities to shareholders only indirectly by meeting the needs of their other constituents.

By Stage 4, the final stage in the continuum of responsibility, management is responsible to society as a whole. Their business is seen as public property, and they are responsible for advancing the public good. The acceptance of such responsibility means that managers actively promote social justice, preserve the environment, show increased consideration for their employees, and support social and cultural activities. They take these stances even if such actions affect profits negatively.

6. Critical success factors

Rodgers (1992) suggests there are a number of factors that play a role in developing a family friendly workplace culture. Although she concentrates on the issue of flexibility, her findings can be broadened to include all family friendly workplace initiatives. The first factor she observes as critical to success is strong support from senior management. Rodgers suggests that without endorsement from top management it is unlikely that flexibility or family friendly workplace initiatives "will get any serious attention or that the various levels of management will feel any incentive to support them" (p.191). The second factor is the need for support from individual managers "since so much of an employee's ex-

perience of the workplace depends on the individual manager” (p.191). The third factor Rodgers outlines is the expectations and skills of the supervisor. She suggests that the employee and the individual manager are partners in a negotiation process “each attempting to find ways of doing things that meet both the needs of the individual and the needs of the business” (p.192). She also mentions the need for manager training to ensure the successful implementation of flexibility and work-family programmes and the need for a champion within the company to advocate for the programmes and push for their implementation. Finally, success stories in implementing flexibility should be disseminated throughout the organisation to help reinforce the family friendly workplace culture.

7. Developing a family friendly workplace

A number of publications (e.g., State Services Commission, 1994; Top Drawer Consultants & Families at Work, 1996) develop a checklist or an overview on how an organisation may best develop a family friendly workplace or implement family friendly workplace initiatives. The first step is usually to gain commitment from senior management. This step may include issues such as the identification of motivators for the organisation - what prompted them to investigate family friendly workplace options. It may be an attempt to seek a remedy for a particular problem, such as low return rate for those employees who take parental leave, to address absenteeism issues, to respond to staff and/or union pressures, or to be a good employer. The appointment of an employee or team of employees to conduct the project and be the “champions” may also take effect at this stage.

The second step is to identify and publicise current family friendly workplace provisions or practices. If possible, at this stage staff and managers are asked what they know about the current policies and practices. “Research suggests that many staff are often unaware of these [current] provisions – as are their managers, who do not encourage staff to make use of the flexibility and support that the

organisation provides (State Services Commission, 1994, p.10).

The third step is to consult with staff. This may include the planning, conducting and analysis of an employee-needs assessment. This may be undertaken by a questionnaire, a focus group discussion, individual interviews, and so on. Or personnel records may provide workforce information, such as the gender composition of the workforce.

The fourth step is to identify the possible family friendly workplace options that will work best for the organisation and for its staff. To be effective, the family friendly strategies should be directly related to the needs of the organisation and its employees. The strategies should also be integrated into the organisation's management approach, and there is a need to have the strategies become part of the organisation culture, 'the way things are done around here' (Top Drawer Consultants & Families at Work, 1996).

Identification of the possible family friendly workplace options (step four) leads into the fifth step, which is to assess which option or package of options will best suit the organisation and staff. Top Drawer Consultants and Families at Work (1996) suggest that it is important to put together the right package. There should be a "combination of options tailored to the organisation's needs. These options should complement and reinforce each other" (p.31). They also warn organisations to be wary of a piecemeal approach to the implementation of family friendly workplace initiatives: "Employees in large organisations will rapidly become cynical about one-off initiatives that are geared to the need of only a handful of staff" (p.10). Organisations may also encounter problems when they are unclear about why they are implementing a particular family friendly initiative. They should also be cognisant of the organisational context – is it the right time to introduce work-family options? A commitment to quality is also important, as is a consideration of the implications of implementing work and family options.

Top Drawer Consultants and Families at Work (1996, p.32) advise that “solutions can be found for most problems, particularly if they are anticipated and addressed when the policy is being designed. If they can’t be solved, the particular option may not be appropriate for your organisation.” Other considerations may include the available budget, the size and location of the organisation, and current organisational recruitment and retention patterns.

The sixth step is to implement the options chosen. This includes issues such as whether it is better to have formal or informal policies on work-family. Informal practices are advantageous in that they give innovative managers more scope and managers don’t feel hemmed in by rules and regulations (Top Drawer Consultants & Families at Work, 1996). Advantages of formal policies are that staff are assured of consistent access, they know what to expect and don’t perceive individuals getting preferential treatment, and also that managers have explicit permission and direction to address the issues (Top Drawer Consultants & Families at Work, 1996).

The issue of who should develop and implement the work-family strategy should also be considered at this stage along with the marketing of the work-family strategy to employees and other organisation stakeholders. Training for managers and supervisors is another part of this sixth step. According to the State Services Commission (1994), training is an important aspect of the development of a family friendly workplace. All managers need training in:

- the importance of family-friendly initiatives as good management practice
- making use of existing provisions
- taking a proactive stance in their divisions/sections/teams
- listening to and negotiating with staff on individual packages and emergency needs.

(State Services Commission, 1994, p.14)

The final step includes a need to monitor results of the family friendly options. This may include data on absenteeism, staff turnover, and perhaps recording the number of staff utilising the family friendly provisions. It may also include ensuring that the options are working for employees, asking staff whether the family friendly provisions are helpful in enabling them to better balance their work and family responsibilities. It is also important to continue communicating to staff and to encourage staff to communicate to managers. Regular reassessment of the work-family strategies is necessary to ensure the strategies meet the changing demands of the workforce. It is also important to celebrate successes as the family friendly workplace develops, rather than constantly focusing on what is still to be completed. Top Drawer Consultants and Families at Work (1996) suggest that by celebrating successes an organisation will “maintain a sense of momentum, reinforce the positive attitudes and behaviours ... [and] ensure ... staff and customers know what a great company [they work for]” (p.46).

The next chapter is on methodology. This chapter concentrates on the data gathering methods in this study, as well as the sampling methods used and the survey design.

Chapter Five

Methodology

Introduction

This chapter begins with an examination of the case study method used in this research study and a discussion of the method's strengths and limitations. Next is a description of how cases were selected for this study. Sampling design is the focus of the third section, followed by discussion of the survey methods used. The section on survey methods is split into two major areas: the questionnaire used in this study, and the various interviews undertaken to gather further data on each organisation's family friendly workplace policies and practices. Data collection is the focus of the final section, and includes examination of the sources used to gather data from the research sites. The chapter concludes with an account of the analysis and presentation of data.

The design of this research project was guided by an interest in the area of work and family and the impact family friendly workplace initiatives can have on employers and employees. The author has personal experience of being a mother in paid employment and has felt varying degrees of conflict between the two roles of mother and employee. She has also had experience of implementing and developing family friendly workplace initiatives from a management or employer perspective in her role as Equal Employment Opportunity Coordinator in a regional education sector organisation.

Field Research

Field research occurs in a natural setting, one that is not created for the sole or primary purpose of conducting research. According to Emory and Cooper (1991, p.142), field research looks at an area in-depth and emphasises “full contextual analysis of a limited number of events or conditions and their interrelations.”

The present study uses field research to examine six New Zealand organisations. There is particular focus on the family friendly workplace policies and practices within these organisations, and case study format is used. The sources and methods are discussed in greater detail later in the chapter.

1. The case study method

The purpose of a case or field method is “to study intensively the background, current status, and environmental interactions of a given social unit: an individual, group, institution, or community” (Isaac & Michael, 1981, p.48).

Strengths of the case study method of research

Isaac and Michael (1991, p.48) describe case studies as “particularly useful as background information for planning major investigations in the social sciences. Because they are intensive, they bring to light the important variables, processes, and interactions that deserve more extensive attention.”

Case studies also pioneer new ground and are a very useful method for gaining insights and suggesting hypotheses for further study (Ghauri, Gronhaug & Kristianslund, 1995; Isaac & Michael, 1991). They also provide useful anecdotes or examples to illustrate more generalized statistical findings (Isaac & Michael, 1991). According to Zikmund (1991), the primary advantage of the case study method is:

that an entire organisation or entity can be investigated in depth and with meticulous attention to detail. This highly focused attention enables the researchers to carefully study the order of events as they occur or to con-

centrate on identifying the relationships among functions, individuals, or entities.
(p.88)

However, Zikmund (1991) warns that any results from a case study analysis should be viewed as tentative. He suggests that it can be dangerous to generalise findings from a few cases, as most situations are atypical in some sense.

Limitations of the case study method

There are a number of criticisms of the case study as a scientific method, the most common being generalisation (Gummesson, 1991; Isaac & Michael, 1981). Isaac and Michael (1981) explain that:

because of their narrow focus on a few units, case studies are limited in their representativeness. They do not allow valid generalisations to the population from which their units came until the appropriate follow-up research is accomplished, focussing on specific hypotheses and using proper sampling methods.
(p.48)

In addition, Isaac and Michael (1981) suggest that case studies are vulnerable to subjective biases, such as the researcher selecting a case because of its atypical rather than typical attributes, or “because it neatly fits the researcher’s preconceptions” (p.48). Although case studies have been maligned as “scientifically worthless” (Emory & Cooper, 1991, p.143) because they do not meet minimal design requirements for comparison, they nonetheless have a significant research role. Cooper and Schindler (1998) observe that:

important scientific propositions have the form of universals, and a universal can be falsified by a single counter-instance. Thus, a single, well-designed case study can provide a major challenge to a theory and provide a source of new hypotheses and constructs simultaneously.
(p.133)

Units of analysis and criteria for selection of cases

The original population of interest was all New Zealand organisations that had

some involvement in family friendly workplace practices. The population was subsequently narrowed down to six relatively large organisations, all of which were involved to some degree in offering family friendly workplace initiatives. It was important to ensure the cases selected would enable input to, and increase the knowledge of, the issues identified as research objectives of this project. The research objectives (which are outlined in Chapter 1) included issues relating to the work and family interface and the impact of family friendly policies and practices on managers, employees and organisation stakeholders. The focus on six organisations allowed for both within-case analysis and cross-case search for patterns. Three selection criteria were developed: organisation size, location, and provision of family friendly workplace initiatives.

Organisation size

The researcher focused on relatively large organisations because they are more likely to have formalised family friendly policies and practices in place. Large organisations also tend to have a Human Resource Division or Department and thus a human resource manager. The size classification employed by Hooley and Franko (1990) in their study of New Zealand managers was utilised as follows:

Small organisations – employ fewer than 20 people

Medium organisations – employ 20 – 200 people

Large organisations – employ over 200 people.

Selecting research sites of a similar size can also help constrain variances that occur due to size differences (Eisenhardt, 1989).

Location

Location also influenced case selection to some degree: the researcher required research sites in reasonable proximity to the Nelson base. Selecting organisations close to Nelson facilitated the collection of data within a suitable time frame and also enabled the researcher to capitalise on local contacts to assist her

in gaining access to the chosen organisations. The researcher selected six research sites, two each in Nelson, Wellington and Christchurch.

Family friendly initiatives

A final criterion was that each organisation, to some degree, had developed and implemented family friendly workplace initiatives. Of the six organisations chosen, two had participated in the *Work and Family Directions* research (Families at Work & Top Drawer Consultants, 1995) and were subsequently featured in the book written up as a consequence of the research. Two organisations featured in the Top Drawer Consultants (1996a) book *Celebrating EEO Good Practice: Case Studies from the New Zealand Public Service*, and the remaining two organisations had presented information on their family friendly workplace initiatives at Equal Employment Opportunity (EEO) or Family Friendly Workplace Conferences. Three of the chosen organisations were service-based organisations, the two service-based organisations were located in Wellington, the other in Nelson. The other three organisations were production-based organisations, two were located in Christchurch and the other in Nelson. Two organisations, one service-based and one production-based were involved in the fishing industry; two organisations were clothing or apparel manufacturers and were production-based. Overall there were three organisations that were either Government Departments or received funding from government.

In all six organisations, management were proactive to some degree in work and family and were building a family friendly workplace culture within the organisation. The level of family friendliness was probably greater than most other organisations within New Zealand, especially if statements such as “family friendly work practices have been slow to catch on [in organisations]” (Ryan & Torrie, 1999, p.4) are accurate. The following table (Table 5.1) outlines the organisations research cases in this study, the type of organisation, and the location of the organisation. The names of the companies and individuals are not used, instead they are referred to as Organisation A – Organisation F. This was done to pre-

serve the anonymity of the organisations and individuals who participated in the research.

Table 5.1
Research cases in this study

Organisation:	Organisation Type:	Location:
Organisation A	Education (Service-based)	Nelson
Organisation B	Fishing (Production-based)	Nelson
Organisation C	Apparel Manufacture (Pro- duction-based)	Christchurch
Organisation D	Apparel Manufacture (Pro- duction-based)	Christchurch
Organisation E	Fishing (Service-based)	Wellington
Organisation F	Government Department (Service-based)	Wellington

2. Selection and access

Selection of the six cases

The author attended an EEO Conference in Wellington in December 1997 and asked selected delegates for their opinions on suitable research sites. A delegate from Top Drawer Consultants who had also worked on several New Zealand research projects connected to work and family suggested a Wellington organisation and a Christchurch organisation that might be receptive to participating in the research. The author contacted both organisations and both agreed to participate. These organisations became Organisation D and Organisation F in the research project. A third organisation was recommended by a previous colleague of the author’s when both worked at the New Zealand Electricity Department during the 1980s. The colleague, who at that time worked for Organisation E, introduced the author to the human resource manager who subsequently agreed to Organisation E participating in the research. The fourth organisation, located in Christchurch, was a participant in the *Work and family* research referred to above. This organisation also agreed to participate, and is Organisation C, a pro-

duction-based apparel manufacturer. A Nelson-based organisation, in which the author had a number of contacts also readily agreed to participate in the research, and this organisation became Organisation A of the research project. A second organisation in Nelson was contacted by the author. Although the organisation was willing to participate, it subsequently underwent a restructuring, and the human resource manager who was originally contacted had left. Therefore, contact was made with the replacement human resource manager, who confirmed that the organisation was still willing to be a participant, and this organisation became Organisation B in the research project.

Negotiating access

Fieldwork commenced in June 1998 following the negotiation of access to the two Wellington organisations. This was followed by fieldwork in the two Christchurch organisations in July. Access to the two Nelson organisations was granted in July/August 1998.

In Organisation A the researcher distributed and collected the questionnaires. This was done through the internal mailing system in place within the organisation. In Organisation B, the manager of the relevant division distributed the questionnaires with the employees' pay packets, the completed questionnaires were then placed into a box by employees. The completed questionnaires were returned to the researcher by courier. Interview dates and times were negotiated with the human resource managers of these two Nelson organisations. It was agreed that the interview with the human resource manager of Organisation A would take place on July 28, 1998, and the interview with the human resource manager of Organisation B on August 10, 1998.

The human resource managers of the two Christchurch organisations, Organisation C and Organisation D, agreed to their interviews being in July 1998. The interview with the human resource manager of Organisation C took place on July 23, 1998 and the interview with the human resource manager of Organisation D

took place on July 22, 1998. In Organisation C, the researcher distributed the questionnaire to each employee within the factory after consultation with the factory manager. The employees were advised to place their completed questionnaires in a box that was collected by the researcher. In Organisation D, the human resource manager organised the distribution and collection of the questionnaires and couriered the completed questionnaires to the researcher.

The human resource managers of the two Wellington organisations agreed to be interviewed in late June 1998. The interview with the human resource manager of Organisation E took place on June 26, 1998 and the interview with the human resource manager of Organisation F took place on June 29, 1998. It was agreed that the researcher would bring the questionnaires for employees at this time so the human resource manager could distribute them. In Organisation F, the human resource manager agreed to distribute and collect employee questionnaires and to courier them to the researcher. In Organisation E, the human resource manager agreed to distribute the questionnaires but asked that a stamped, addressed envelope be attached to each questionnaire so that employees could return the completed questionnaire directly to the researcher.

Research strategy

To gain a greater understanding of family friendly workplaces, the research strategy developed initially focused on three major organisational constituents: human resource managers, union officials and employees. Human resource managers were chosen to be interviewed, as it is often the human resource manager who is knowledgeable about the family friendly workplace options available within the organisation and is also knowledgeable about the potential impact of these options on both the organisation and its employees. As mentioned earlier, four of the six organisations chosen to participate in this research project featured in publications focusing on work and family or family friendly workplaces. Often these publications mentioned the human resource manager as the contact person. The employees were also included in the research project as they are the organ-

isational group who are the users of the family friendly workplace initiatives.

Gaining an insight into employees' perceptions of family friendly workplace practices is a significant component in ascertaining the impact of family friendly workplace initiatives. By including the perspective of employees, knowledge can be gained on how important and useful employees perceive family friendly initiatives are in the balancing of their work and family responsibilities. Gaining the perspective of a variety of organisational stakeholders such as union officials and government agencies is also another important perspective to include in an effort to have a more detailed view of perceptions of family friendly initiatives. Having the perspective of those stakeholders who are more external to the organisation adds a further dimension to the research. Checking for convergence in the feedback from all constituents again helps to build a complete picture of the impact of family friendly workplace practices within organisations.

Although the research strategy initially focused on three major organisational constituents: human resource managers, union officials and employees, a fourth constituent was subsequently added. This addition followed a conversation between the researcher and Ilene Wolcott of the Australian Institute of Family Studies, when the researcher met with her in Melbourne, Australia. Wolcott suggested that the CEOs of the organisations also be approached for interviews (I. Wolcott, personal communication, 23 September, 1998). The CEO of an organisation is often one of the main inputs into the organisation culture, as Rodgers (1992) asserts, endorsement from senior management is important and it is unlikely that family friendly workplace initiatives will get serious attention within the organisation without support by senior management. Therefore gaining an insight from the CEO was also important. Data collected from the four organisational constituents was complemented with documentation and archival records as appropriate.

3. Sampling design

Sampling theory

Zikmund (1991, p.329) describes a sample as “a subset or subgroup of a larger population.” Samples are classified as either probability samples or non-probability samples.

Probability sampling

Probability sampling is based on the concept of random selection, where every member of the population must have a known probability or a nonzero chance of being included in the sample (Cooper & Schindler, 1998; Emory & Cooper, 1991; Zikmund, 1991). An example of a probability sample is the simple random sample where each member of the population has an equal chance of being selected. The most common types of probability sampling include:

- simple random sampling – where the researcher assigns each member of the sampling frame a number and then selects each sample unit by a random method. Every element in the population has a known and equal chance of being selected (Sekaran, 1992; Zikmund, 1991)
- systematic sampling – where the researcher uses natural ordering or the order of the sampling frame and then selects an arbitrary starting point. Following that the researcher selects items at preselected intervals (Zikmund, 1991)
- stratified sampling – where the researcher divides the population into groups and then randomly selects sub-samples from each of the groups (Sekaran, 1992; Zikmund, 1991)
- cluster sampling – where the researcher selects sampling units at random and then does a complete observation of all units in the group (Zikmund, 1991)
- multistage sampling – where progressively smaller areas are selected in each stage. The researcher performs some combination of the four techniques outlined above (Zikmund, 1991).

Because probability samples are based on statistical theory, researchers can be

confident that the sample drawn is representative of the survey population. Hence they can make precise estimates of the population's characteristics and generalise about that population (Emory & Cooper, 1991). However, if researchers do not require the research findings to be generalised to a greater population and they want to select the sampling units based on a pre-determined judgement, as is the case with this research project, then they may wish to use nonprobability sampling.

Nonprobability sampling

Nonprobability sampling is where the "probability of any particular member of the population being chosen is unknown" (Zikmund, 1991, p.341) in contrast to the known nonzero probability described on the previous page. The selection of sampling units is arbitrary: researchers rely on their own personal judgment as to whether to include a member or not (Zikmund, 1991).

Non-probability sampling involves identifying and questioning informants because you are interested in their individual positions, roles or background experience; it's likely that you'll want to pose different questions to them accordingly.

(Jankowicz, 1991, p.142)

While a random sample (probability sample) will give a true cross section of the population, this may not be the objective of the research. "If there is no desire or need to generalize to a population parameter, then there is much less concern about whether the sample fully reflects the population" (Cooper & Schindler, 1998, p.244). With nonprobability sampling, a respondent's idiosyncratic point of view is important; there may be no particular desire to generalise the findings to a broader population (Emory & Cooper, 1991; Jankowicz, 1991).

The most common types of nonprobability sampling include:

- convenience sampling – where the researcher uses the most convenient sample, for example, those who are available, or uses opinion about which sample units are appropriate (Sekaran, 1992; Zikmund, 1991)

- judgment or purposive sampling – where an “expert or experienced researcher selects the sample to fulfil a purpose, such as ensuring all members have certain characteristics” (Zikmund, 1991, p.352), that they are the only ones who can give the information required, or that they conform to certain criteria developed by the researcher (Sekaran 1992)
- quota sampling – where the researcher establishes quotas for the number of cases with certain relevant characteristics. The quota categories help ensure a more representative sample (Kervin, 1992; Cooper & Schindler, 1998)
- snowball sampling – where initial respondents are selected by probability samples, then further respondents are added based on referrals or recommendations from the initial respondents (Kervin, 1992; Zikmund, 1991).

The use of a nonprobability sample may be necessitated by practical considerations such as the research is exploratory in nature, cost and time constraints, and probability sampling being difficult to achieve because the total population is unavailable. Consequently, non-probability methods may be the only feasible alternative (Emory & Cooper, 1991). As stated by Emory and Cooper (1991, p.274), “Carefully controlled non-probability sampling often seems to give acceptable results, so the investigator may not even consider probability sampling.”

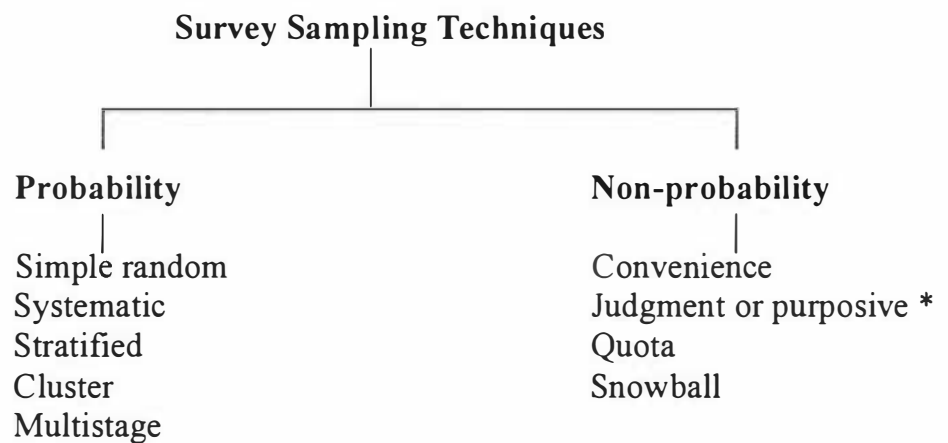
When a survey sample is selected by a non random method, there is a greater opportunity for sampling error, which can distort study findings, and the amount of error cannot be determined. Projecting the data beyond the sample is statistically inappropriate (Emory & Cooper, 1991; Zikmund, 1991). This means the researcher cannot generalise the survey or sample results to the population, or analyse the results using statistical inference. If no attempt is made to generalise from the sample to the population, a non random sampling procedure may be used.

Despite these disadvantages, research objectives can be met using a nonprobability sample. For example, the “use of nonprobability samples is frequent in the

problem investigation phase of research” (Kervin, 1992, p.217). Nonprobability sampling can also be utilised to find behaviour patterns and types; to determine the range of a variable; to provide quick and inexpensive checks of new products, programmes or procedures; and to examine relationships (Kervin, 1992). The following figure (Figure 5.1) outlines the range of survey sampling techniques available. The sampling technique employed in this research is indicated by an asterix.

Figure 5.1

Survey Sampling Techniques



*Sampling technique used in this research

Family friendly research using nonprobability sampling

Three cases of family friendly research using nonprobability samples are described here. The first is by Ilene Wolcott (1991) who interviewed 53 human resource, personnel, equal opportunity or general managers in 40 companies in several Australian states between August and December 1990. She used semi-structured interviews, and “company size ranged from three companies with less than 500 employees to three companies with more than 25,000 workers” (Wolcott, 1991, p.5). In another study, Wolcott (1993) interviewed 53 owner-managers of small businesses. The majority of the businesses studied were in Victoria, Australia, and represented “A non-random sample of small businesses

... selected to provide a cross-section of business environments and experiences” (Wolcott, 1993, p.3). Wolcott also utilised a snowball technique where she asked respondents to recommend other businesses that might be interested in participating in the study. As described by Wolcott (1993, p.4), the study is “not a random, generalised study of small business in Australia, but gives a qualitative picture of how a varied cross-section of small business responds to work and family problems.” Further discussion of Wolcott’s research appears on page 269 of Chapter 9.

Tudhope (1994) examined family friendly policies in New Zealand as part of an MPhil. In an article based on the findings of this research, Tudhope and Pringle (1996, p.81) explained that “three large organizations were selected and agreed to participate in the study. The criteria for selection were that the organizations had human resource management policies, were situated in Auckland and employed a large number of women.”

In each organisation, Tudhope surveyed employees and managers utilising a questionnaire (see Appendix D). A small number of individuals were subsequently interviewed which “facilitated greater investigation into issues that emerged from the survey data” (Tudhope, 1994, p.60). The present study uses semi-structured interviews with human resource managers, CEOs and union officials of organisations in a manner similar to Wolcott (1991). It also focuses on a small number of cases or organisations in a small geographical area, as in Tudhope (1994).

This study uses non-probability sampling, specifically judgment or purposive sampling. As Kervin (1992, p.220) observes, “when a sample must be very small (10 or 15 cases), a judgment sample is likely to be more representative than a probability sample, because of the latter’s large sampling error.” The six organisations chosen for this study were selected based on three criteria – size, family-friendliness and geographic location. Interviews were conducted with human re-

source managers, who were acting as the representatives of each of the respective organisations.

4. Survey design

When designing a survey, a researcher must consider several factors. These factors are: the need for pre-testing or pilot work; the minimisation of survey error, including non response bias; the designing of covering and follow-up letters; the distribution and collection procedures if a questionnaire is used; contact procedures and interview techniques if conducting interview surveys; and costs associated with the survey. Kervin (1992) suggests that business researchers commonly use three types of surveys: the questionnaire (including mail surveys), personal interviews and telephone interviews. All three survey methods were utilised in the current research project.

The questionnaire for employees

As noted above, this study utilises a questionnaire, personal interviews and telephone interviews to ascertain the impact of family friendly workplace policies and practices in six large organisations. The survey design issues associated with the questionnaire for employees is examined first. This is followed by an examination of both the personal and telephone interviews conducted as part of the research project.

Advantages of questionnaires

One advantage of questionnaires is that they can be completed at the respondents' convenience and at their own pace. Questionnaires also cost relatively less than personal interviews or telephone interviews. Postage can make administering questionnaires expensive. However in this research only one organisation requested that respondents post their completed questionnaires to the researcher.

Disadvantages of questionnaires

Disadvantages of questionnaires include a possible low return rate. Also, there is no interviewer intervention available for probing or explanation (Cooper & Schindler, 1998). Thus, any questions respondents have cannot be clarified easily, and this may result in non response or erroneous data.

1. Piloting the questionnaire

Cooper and Schindler (1998, p.77) recommend conducting a pilot test “to detect weaknesses in design and instrumentation ... one form, pretesting, may rely on colleagues, respondent surrogates, or actual respondents for the purpose of refining a measuring instrument.” Respondent surrogates (Cooper & Schindler, 1998) are respondents involved in the pilot who would not have been chosen as potential respondents. For example, one respondent surrogate in this pilot was self-employed and would therefore not have been a potential respondent. Also, researchers should pilot the entire survey. This includes checking the questionnaire and covering letter, as well as various ways of reducing non response (such as paper colour), the position of multiple responses, the wording of the questions and the time needed to complete the questionnaire (Cooper & Schindler, 1998; Moser & Kalton, 1971; Oppenheim, 1966). Pretesting is an important activity which can save a survey study from disaster by using the suggestions from respondents to identify and change questions and techniques which may be confusing, awkward or offensive (Kervin, 1992).

In this study the survey instrument was pretested twice using a variety of respondents. The first pilot of the questionnaire took place in March 1998, completed by five colleagues who were also potential respondents for the questionnaire. Pilot respondents made a number of comments and suggestions regarding both layout of the questionnaire and wording of some questions including the following:

- Question 2 originally grouped the age range of children as dependants as ‘children 2-5’ and ‘children 6-16’. This was amended in the final version

of the questionnaire to be 'children 2-4' and 'children 5-16' to represent a pre-school group and a school-age group.

- Question 19 originally asked 'What is your age? _____ Years' which was amended to a 'tick the box' range of options of 'under 20', '21-30 years', '31-40 years', '41-50 years' and '51 or over'.
- In the Likert scale questions it was suggested by pilot respondents that it is important to ensure the extreme ends of the scale are exact opposites. For example, originally the scale for Question 6 went from 'never feel a conflict' to 'very often feel a conflict'. This was amended in the final version of the questionnaire to be 'never feel a conflict' and 'always feel a conflict' to reflect exact opposites.
- Feedback on overall layout and design included a suggestion to use clipart on the questionnaire, to have the questionnaire in a booklet format and to have a coloured cover for the questionnaire booklet.

Appropriate changes were made to the questionnaire based on this and other feedback from the first pilot.

The second pilot was conducted in May 1998, involving a group of five 'respondents', composed of both colleagues or actual respondents and respondent surrogates. Respondents also timed how long it took them to complete the questionnaire, and they reported that it took them approximately ten minutes. At this stage the questionnaire was in booklet format with a coloured cover and clipart included on the front cover and also on the top outside corner of each page. Respondents found the questionnaire straightforward and they reported no problems with answering any of the questions. This pilot uncovered further comments and suggestions including:

- There was an omission that occurred during the desktop publishing process – Question 8a did not have a box to tick for those respondents who did not know about the extent of the consultation process. which were incor-

porated into the final copy of the questionnaire

- Question 23 asked about the respondents' highest education level. Originally one of the choices was 'UE or higher school qualifications', this was amended to '6th Form Certificate, bursary or equivalent' to reflect changes in the 6th form qualification away from UE (University Entrance).

The suggestions from this second pilot were incorporated into the final version of the questionnaire.

2. Survey error

The three most common survey errors, observes Kervin (1992, p.419), are "measurement error, nonresponse bias, and to a lesser extent, sampling error." In the following discussion the researcher examines these survey errors and outlines the methods used to overcome their impact in the present study.

Measurement error

Measurement error, according to Kervin (1992, p.729) is the "difference between the "true" value and the measured value of a variable." In this study measurement error may occur when respondents give incorrect answers regarding their income or age, or when they incorrectly state their organisation has family friendly initiatives when it does not. There are several reasons for misreporting or erroneous answering of a question, such as poor memory or vanity, however, these mistakes, whether intentional or not, constitute measurement error. Respondents may also suffer from a temporary inability to accurately respond. This can result from such factors, such as fatigue, anxiety, boredom, hunger, impatience or being too busy (Emory & Cooper, 1991). Another source of measurement error is that some respondents may have problems accurately recalling past events, or they may remember the facts selectively (Emory & Cooper, 1991). The questionnaire for this research project utilised a rating scale, which can also contribute to measurement error. Some respondents may be hard or easy raters when compared to others, or they may tend to rate the middle of the scale (central

tendency).

Nonresponse bias

Nonresponse bias is the “systematic underrepresentation of certain types of cases because of refusal or inability to participate or the researcher’s inability to contact the case” (Kervin, 1992, p.419), for example when predesignated persons are ill, away from work, on vacation, or have moved to an unknown address (Cooper & Schindler, 1998; Kervin, 1992). Nonrespondents are “selected sample elements that prove to be in the survey population but do not yield any data” (Hoinville & Jowell, 1978, p.71). Nonrespondents who refuse to participate in the study can cause bias in the sample because they may have different characteristics from those who do participate. In this study, those who did not participate in the research may have been employees without families or family responsibilities. They may have perceived that the survey was intended for employees who did have a family.

There are, however, several ways to increase the response rate. Kervin (1992) suggests the following techniques:

- the target population – “research suggests poorer response rates for lower socioeconomic status groups, the elderly, non-whites, members of the armed forces, and men in general” (Kervin, 1992, p.430),
- prenotification – a telephone call in advance of a mailed questionnaire can significantly improve response rate,
- mailing date – questionnaires should be mailed to arrive on Tuesday, Wednesday or Thursday and not sent out near holidays,
- arrival envelope – response rates are higher with a handwritten rather than typed address,
- sponsorship – government sponsorship increases the response rate,
- salience – response rates improve substantially when the respondent is identified as a member of a particular group and/or the questionnaire addresses an issue of importance to that group,

- incentives – incentives work because of their symbolic value and suggest that the researcher is aware of the imposition the questionnaire may cause,
- overall appearance – the questionnaire must be easy to read,
- size of paper – slightly unusual paper size may save the questionnaire from being buried in a pile of similar-sized paper and thus increase the response rate,
- colour of paper – some research shows that green gives higher response rates than white, while questionnaires on yellow paper may be harder to ignore,
- preliminaries – the top of the first page should show a title describing the research. It should be interesting enough to capture attention.

The methods used to potentially increase the response rate in this survey were:

- target population – as respondents were employees of large New Zealand organisations they tended not to be from among lower socioeconomic status groups, or the elderly,
- prenotification – human resource managers were the contact people in each of the organisations, so they informed employees about the questionnaire and when it would have to be completed,
- mailing date – similar to prenotification, human resource managers dictated when the questionnaires would be distributed. There were two exceptions: in one organisation the questionnaires were mailed out during the week, and in another organisation the questionnaires were handed out by the researcher to each respondent during a week day. No questionnaire was distributed during or near holiday times,
- arrival envelope and sponsorship – not applicable in this instance,
- salience – in most cases respondents knew they had been singled out to complete the questionnaire, and because of their organisation's involvement in family friendly issues the questionnaire addressed an issue of some importance to potential respondents,
- incentives – incentives were not used in this project,
- overall appearance – the questionnaire was in booklet format and featured a

colour cover (of the organisation's choice) with a 'clipart' picture in the middle of the front cover, in an effort to encourage completion of the questionnaire (see Appendix A for a copy of the questionnaire which includes a clipart picture within a triangle shaped border on the front cover of the questionnaire and also on the top outside corner of each page of the questionnaire),

- size of paper, colour of paper and preliminaries – as mentioned, the booklet was in A5 format with either a green or a blue cover and a clipart picture. (Four organisations requested a green cover, two requested blue.)

To further increase potential response rates the researcher asked each human resource manager to examine a draft questionnaire and to suggest any changes to ensure the questionnaire worked best for their staff. The human resource managers requested a few minor changes to the questionnaire, and these changes are outlined below:

- Organisation A – No changes requested.
- Organisation B - change Question 24 from 'What is your salary scale?' to 'What is your annual income?'.
- Organisation C – add to the end of Question 3 "Nothing used", also that Question 24 be changed to have a weekly salary or wage dollar amount, rather than having the salary range as an annual dollar amount.
- Organisation D - 'bold' parts of Question 1, to include EAP (Employee Assistance Programme) as an option in Questions 7 and 11, to delete Question 22 on organisational hierarchy, as this organisation has a teams structure, to change Question 24 from 'What is your salary scale?' to 'What is your wage/salary scale?' and to amend the word 'initiatives' to the word 'practices'.
- Organisation E – No changes requested, but wanted a blue cover to match with corporate colours.
- Organisation F – to add to Question 2: 'Caregiver being the person who looks after the child/dependant the most', and amend Question 21 'What section do you work in?' to include 'eg: Finance, HR'.

Examples of the questionnaires for the different organisations can be seen in Appendix A and Appendix B.

Sampling error

“Sampling error is the inaccuracy that results because of the luck of the draw and is present in all estimates based on random samples” according to (Kervin, 1992, p.227-228). However careful the sampling design may be, the laws of chance determine that the sample will rarely represent a total population perfectly, therefore sampling error can occur in any sample. Moser and Kalton (1966) suggest sampling error is determined by two factors: the size of the sample selected (the larger the sample size, the smaller the error), and the amount of variability in the population characteristic under study. In this study, although the sample size of six organisations was small, the questionnaires were answered by 390 employees. With regard to variability of the population, there may be less variability within each of the six cases and more variability across the cases.

3. Questionnaire covering letter

When using a questionnaire, a covering letter needs to be included to explain why, and by whom, the survey is being undertaken, why the person has been chosen to participate in the survey, and why they should make an effort to complete the questionnaire and return it (Moser & Kalton, 1971). The covering letter should also give an assurance of confidentiality or anonymity. Also required are the name and contact number(s) of the person(s) to whom inquiries can be made, and instructions for return procedures.

A copy of the covering letter attached to the questionnaire for this study appears in Appendix A. The letter included the name and contact number of the research supervisor plus the name and contact number of the researcher. Potential respondents were advised that response to the questionnaire was voluntary, that they need not identify themselves and that the information they gave would re-

main anonymous and strictly confidential. Instructions for return of the completed questionnaire were included in the covering letter and also on the inside back cover of the questionnaire booklet.

4. Questionnaire Design

Good questionnaire design is a prerequisite for an effective survey as it influences the results obtained from the survey. In a mail survey the questionnaire is often the only contact the researcher has with the respondents, so each part of its construction, from the questions to the layout of the questionnaire, needs to be carefully considered. There are a number of factors to be considered when designing the questionnaire: question type, order of the questions, question wording and design, and question layout and instructions. A copy of the questionnaire for this research is included in Appendix A.

Useful sources in the development and design of this questionnaire were the work and family survey outlined in the book *Work and family: Steps to success* written by Top Drawer Consultants and Families at Work (1996, p21-23), a copy of the work and family survey is included in Appendix C, and Tudhope's (1994) questionnaire, a copy of this questionnaire is included in Appendix D.

The questionnaire for this study began with a question pertaining to the nature or degree of the respondents' work and family responsibilities. Although this question was similar to question seven in the work and family survey, it was broadened to include elderly dependants as well as children. The second question in the questionnaire asked respondents to enumerate their dependants, and to state whether they were the main caregiver or not. This question was similar to question eight in the work and family survey, however amendments had been made to ensure it catered to the information needed in this current study.

Question 3 was a question asking respondents about the dependent care options they used, and this was followed by Question 4, which asked about respondents'

potential work-family conflicts. Question 5 included a Likert scale and asked about respondents' promotional prospects, with 1 being 'no prospects for promotion' through to 5 being 'excellent prospects for promotion. Included in this question was a section for respondents to include comments on current promotional prospects if they wished. The next question also included a Likert scale and focused on the conflict respondents' felt between the demands of work and home. This question also had a comments section for respondents who felt a work-family conflict to include comments on whether there was anything their employer could do to ease the conflict.

Question 7 centred around respondents' knowledge of the initiatives available within their organisation. The question included a list of potential family friendly initiatives that may be available within the organisation, and respondents ticked all initiatives they are aware of and there was a section to add other initiatives not listed. Question 8 focused on the consultation process both **prior** to the implementation of family friendly workplaces and also the **ongoing** consultation process. In each section of this question respondents either indicated on a Likert scale the level of consultation from 1 being 'no consultation' through to 5 being 'full consultation' or they ticked a box indicating that they did not know the extent of the consultation process. Question 9 asked respondents how they became aware of the family friendly initiatives available to them within their organisation. Included in this question was a list of potential means of finding out about family friendly initiatives, or respondents could complete the 'other' section.

Question 10 included a Likert scale for respondents to indicate the degree of equality in the offering of family friendly initiatives within their organisation. The scale ranged from 1 being 'family friendly initiatives are not available equally to all staff' through to 5 being 'family friendly initiatives are available equally'. Question 11 focused on the respondents' use of the family friendly initiatives available to them. The question had three sections: first was a Likert scale asking respondents to rate how much they used the family friendly initia-

tives, the scale had 'not at all' at one end and 'a great deal' at the other, the second section asked respondents to indicate which initiatives they used, a list of potential initiatives was included in the question and respondents ticked the relevant box. The third section was for those respondents who did not use any of the initiatives provided by their organisation, if this was the case respondents were asked to say why they did not use the initiatives.

Question 12 asked respondents to rate the family friendly initiatives which were most important to them personally, with 1 being of highest importance and 5 being of lower importance. Question 13 included another Likert scale and asked respondents to indicate whether the family friendly initiatives offered to them helped them to better balance their work and family responsibilities. On the Likert scale, 1 equated to 'no, do not help me balance work and family responsibilities' through to 5 being 'yes, are very helpful with balancing work and family responsibilities'. Question 14 asked respondents to rate their organisation's family friendliness. On this Likert scale, 1 indicated 'not at all family friendly' and 5 equated to 'very family friendly'. Question 15 was an open question and asked respondents to state who they thought benefited from family friendly initiatives. Question 16 asked about respondents' expected family responsibilities and whether they perceived their responsibilities would 'remain much the same', 'increase' or 'decrease' over the next five years.

Questions 17 – 24 included demographic questions, such as respondents' age, sex, education, ethnicity and income. These questions were positioned at the end of the questionnaire as suggested by Oppenheim (1966). Question 17 asked respondents to indicate their sex, Question 18 asked about their ethnicity, and Question 19 asked respondents to indicate their age. Question 20 asked respondents to indicate how long they had worked for their current employer, Question 21 asked which section of the organisation they worked in, Question 22 asked which level of the organisation they worked in, Question 23 asked respondents to indicate their highest education level and the final question, Question 24 asked

respondents to indicate their salary scale. The final page of the questionnaire thanked respondents for their time and cooperation and advised them where to place their completed questionnaire. The researcher decided to limit the number of open-ended questions included in the questionnaire and to include more tick-the-box or Likert scale questions to make them easier for the respondent to answer and also for speed of answering the questionnaire.

Question derivation

When deriving a question, a researcher must give adequate consideration to the content of that question: should this particular question be asked, does it relate to the issue being studied, and will the respondent be able to understand and answer the question? Care must also be taken when dealing with sensitive topics, such as salary scale or age. If the question is likely to be sensitive or objectionable, then broad categories can be used, such as a broad range for age or salary scale, or the question can be softened by its context.

In this study the majority of the questions were tick-the-box style, with space provided for respondents to include comments as appropriate. The questionnaire comprised 24 questions: 15 questions were in tick-the-box style; 8 questions required a response circled on a rating scale; and 3 questions required a written answer. Some questions featured both tick-the-box *and* a rating scale.

The first three questions of the questionnaire focused on the respondents' situation: their level of responsibility, whom they were responsible to and what dependent care options they utilised. Questions on dependants are important to find out the extent of respondents' family responsibilities and also to be able to cross tabulate these questions with other questions in the questionnaire. For example, to link the level of family responsibility respondents indicated with the sex of the respondents.

Questions 4-6 looked at issues relating to the workplace. There was a question

on situations that potentially make it more difficult to balance work and family responsibilities, and another question on whether the respondents felt a conflict between work and home. Respondents were also asked to rank their current promotional prospects. Questions such as these can help organisations gain more knowledge about the potential work-home conflict situations, the degree to which respondents perceive the conflict and whether the organisation can do anything to ease the conflict.

The next nine questions (Questions 7-15) related primarily to the family-friendly initiatives available within the organisation, and the impact family friendly workplace initiatives have on their ability to balance work and family responsibilities. Respondents recorded which family friendly initiatives they were aware of, what the consultation process was when these initiatives were introduced, how they became aware of the initiatives, and whether the initiatives were available equally throughout the organisation. Question 11 asked whether they personally used any of the initiatives available: Question 12 asked them to rank these family friendly initiatives according to their importance to the respondent. On Question 13 respondents indicated whether the initiatives helped them to balance their work and family responsibilities. Finally, on Question 14, respondents rated their organisation's family friendliness. These questions can also potentially help organisations gain more knowledge about which family friendly initiatives the organisation should be providing to meet the needs of employees, the best means of disseminating information about family friendly workplaces, the effectiveness of family friendly initiatives and respondents' perceptions of the family friendliness of the organisation. Information gained from these questions can help employers to make decisions about the family friendly initiatives available to employees and what changes, if any, are needed to ensure maximum effectiveness of the provision of family friendly initiatives. Responses from these questions also help to further the knowledge of employee perspectives of family friendly workplaces.

The final set of questions (Question 17 – 24) were more demographic in orientation and included questions on respondent's age, sex, ethnicity, education level, and salary level. These questions were also useful to cross tabulate with other questions. Several questions in the questionnaire were similar to questions asked in the various interviews with the human resource managers, the CEOs, union officials and other stakeholders. This is discussed in more detail in the next section on interviews.

Question type

The researcher must decide which type of question will be used, whether it is precoded, free response (open ended) or a combination of both (Oppenheim, 1966). Open-ended questions, to which the respondent is given no answers to choose from, are “best for interviews in the exploratory stages of research, when the objective is to get some feeling for the phenomenon being investigated” (Kervin, 1992, p.312). Open-ended questions pose a few problems, especially when used in a questionnaire. They include: obtaining different amounts of information from different people, problems in coding the responses, and bias in the interpretation and recording of the answer given by the respondent. As stated by Oppenheim (1966, p.41), “free-response questions are often easy to ask, difficult to answer, and still more difficult to analyze.”

Closed questions, on the other hand, give the respondent a choice of simple alternative replies. This type of question is either dichotomous (two way) or multiple choice (Cooper & Schindler, 1998; Oppenheim, 1966). Closed questions are easier to code, take the respondent less time to complete, provide a uniform and standardised set of comparable responses, produce less bias with sensitive and embarrassing topics, and help ensure the respondent uses the researcher's frame of reference (Kervin, 1992). Closed questions do have some disadvantages. There is a loss of spontaneity; the researcher loses the opportunity to probe the respondents; and answers may be forced into incorrect categories if the respondent misunderstands a question, does not know the answer, or does not see the

question in the same way as the researcher.

In this study, the questionnaire featured mostly closed questions with tick-the-box or 'Yes/No' (dichotomous) responses required. For almost every question lines were provided for comments from respondents. The only open-ended questions were Question 15, 'Who do you think benefits from family friendly initiatives?', and Question 21, 'Which section of the organisation do you work in?'

Questionnaire length

The questionnaire for this study consisted of ten A5-sized pages stapled together to form a booklet. The questionnaire also had a coloured cover page. The booklet contained twenty-four questions and took approximately ten minutes to complete¹. The questionnaire could not be too long or complex, or potential respondents would not make the effort to read and answer the questions. The use of closed questions and tick-the-box answers kept the questionnaire to a reasonable length both in number of pages and in time allocated to complete the questionnaire.

Ethical issues

Each questionnaire had a covering letter attached to it, which stated that response to the questionnaire was voluntary, and that respondents did not need to identify themselves or their workplace. (However, the author could identify a respondent's organisation as each organisation requested minor changes to the questionnaire and/or requested a specific colour for the cover.) The covering letter also stated that all information given would remain anonymous and be strictly confidential. See also section on questionnaire covering letter beginning on page 137.

¹ Time taken to complete the questionnaire was ascertained during the pretest stage of the development of this questionnaire.

Question order and sequence

Question order requires planning when constructing a questionnaire as it can influence the response rate and the answers obtained. Researchers must make the questions attractive and interesting especially at the beginning of the questionnaire. The questionnaire should start with easy, impersonal questions to establish rapport. Demographics should be placed at the end of the questionnaire. Researchers need to consider what impact the sequence of questions will have on the respondents. They need to ensure that each question logically follows the preceding one, or that each question is phrased in the same way as questions around it (Oppenheim, 1966).

Questionnaire layout

The layout of a questionnaire should promote fluent questioning and accurate answering (Hoinville & Jowell, 1978). The location of answer entry spaces, the style and layout of the wording, and the layout of the question should be consistent and conventional. The same wording should be used throughout the questionnaire. Questions that cover a specific area should be grouped together and given an appropriate subtitle. Questions should fit the page, and transitions (guides from one part to another warning of any changes) should be used to ensure continuity. Care should be taken over the front and back cover design. The front cover should include: the study title, a graphic illustration, any directions, and the name and address of the researcher or study sponsor. The back cover should include an invitation to make any additional comments and a note of thanks to the respondent. These points were taken into account when developing questionnaire layout.

Distribution of the questionnaire

The questionnaire was distributed to all employees to whom the researcher was given access, provided they fulfilled the criterion of being permanent (rather than temporary), full-time employees. Employees in job-share situations were also included. This criterion was an issue within only one of the organisations; the

other five organisations all tended to have full-time, permanent workers. In some organisations the researcher was given access to employees within specific sections or departments rather than all employees.

In Organisation A, the questionnaires were distributed to all full-time and proportional (permanent part-time) employees. The employees at this organisation who worked on a casual basis, sometimes only 1-2 hours a week or less, were omitted from the distribution list. Questionnaires were distributed to two departments within Organisation B. Originally only the dayshift and nightshift employees of one department were to receive the questionnaire. However, this provided a low response rate, so the questionnaires were subsequently distributed to another department within the organisation. In Organisation C, the questionnaires were distributed to one division; in Organisation D, the questionnaires were distributed to all employees. Questionnaires were distributed to one department within the Wellington office and all employees in the Dunedin, Christchurch and Invercargill satellite offices in Organisation E. Finally, in Organisation F, the questionnaires were distributed to all employees within the Wellington office. The following table (Table 5.2) outlines the number of questionnaires distributed within each organisation based on the number of questionnaires requested by the human resource manager.

Table 5.2
Questionnaires distributed by organisation

Organisation	Number of questionnaires distributed
Organisation A	293
Organisation B	60
Organisation C	74
Organisation D	175
Organisation E	87
Organisation F	120
TOTALS:	809

For discussion on response rates for this research project, please see Chapter 6, beginning on page 159 and Table 6.1.

Analysis of questionnaire results

Consideration needs to be given to how the information gained from the questions will be analysed. The method of analysis is dictated by the measurement scale used and whether the sample was random or nonrandom. In this study, the scales of measurement were predominantly dichotomous with a number of questions using a Likert scale. “The Likert scale is the most frequently used variation of the summation rating scale. Summated scales consist of statements that express either a favourable or unfavourable attitude toward the object of interest” (Cooper & Schindler, 1998, p.189).

Because of its nonrandom nature and small size, the sample in this study is deemed to be unrepresentative of the population as a whole. Hence, the results cannot be generalised to the population. This restricts the analysis of the results to descriptive statistics.

Report of results

A report was sent to the human resource manager of each organisation that participated in the study. The report briefly outlined the results from all six organisations and then reported organisation-specific results. A copy of the report sent to the human resource manager of Organisation A is included in Appendix J as an example. The name of the organisation has been replaced with [Organisation A] to preserve anonymity.

Interviews

Zikmund (1991, p.162) describes personal interviews as “direct communications wherein interviewers in face-to-face situations ask respondents questions. This versatile and flexible method is a two-way conversation between an interviewer and a respondent.” In this section on survey design the focus is on the interviews

the researcher conducted with human resource managers, union officials and other stakeholder, and CEOs. It outlines the advantages and disadvantages of the interview method, then discusses the piloting of the interview, nonresponse bias, contact with the interviewees and the interview design.

Advantages of personal interviews

Sekaran (1992, p.197) suggests the main advantage of face-to-face interviews is that “the researcher can adapt the questions as necessary, clarify doubts, and ensure that the responses are properly understood by repeating or rephrasing the questions.” During a personal interview the researcher can also pick up nonverbal cues from the interviewee. There is also greater opportunity for feedback, higher participation rates and for the researcher to probe for a clearer answer if necessary (Zikmund, 1991). Visual aids and scoring devices can also be used during a personal interview (Cooper & Schindler, 1998).

Disadvantages of personal interviews

There are also disadvantages to interviews as a method of data gathering. Face-to-face interviews can be very time consuming, there can be geographical limitations, and the lack of anonymity may make respondents feel uneasy (Sekaran, 1992; Zikmund, 1991). Also, not all respondents are available or accessible (Cooper & Schindler, 1998).

Advantages of telephone interviews

Cooper and Schindler (1998, p.300) suggest that “of the advantages that telephone interviewing offers, probably none ranks higher than its moderate cost.” Compared to personal interviews or mail surveys, telephone interviews bring a faster completion of a study (Kervin, 1992; Cooper & Schindler, 1998). Telephone surveys are least likely to suffer from nonresponse because the respondents cannot be contacted. Also, callbacks are easy and inexpensive (Kervin, 1992).

Disadvantages of telephone interviews

Some target groups are not available by telephone and some respondents feel less comfortable with telephone interviews than personal interviews. Also, telephone interviews are time limited so interview length may be limited. In addition, visual aids can not be used during a telephone interview (Kervin, 1992; Cooper & Schindler, 1998).

1. Piloting the interview

There was no formal pilot or pretesting of the interview questions. Instead, the author used questions similar to those used in another study examining the awareness of family friendly workplace initiatives at Nelson Polytechnic (Liddicoat, 1996). In this study a number of senior managers were interviewed about their knowledge of the family friendly workplace initiatives available for employees at Nelson Polytechnic. This study highlighted potential problems with some of the questions, which were then either rewritten or omitted from this current study.

2. Nonresponse bias

According to Kervin (1992, p.44), “response rates for personal interview surveys of the general population are now normally around 70 percent.” In this study, all human resource managers from the six selected organisations contacted by the researcher agreed to participate in the research, as did the union officials from those organisations with a union presence. However, only two CEOs agreed to be interviewed for this study.

3. Contact with interviewees

Survey researchers use three major contact procedures for interviews (Kervin, 1992). They include:

- ‘cold’ contacts, where the interviewer contacts respondents at their homes or at work by calling in person (for a personal interview) or by telephoning them (for a telephone survey),

- prenotification by the researcher in the form of a telephone call to alert the respondent to the interviewer's visit or telephone call, and
- prenotification by the researcher in the form of a letter or postcard informing the respondent of the interview or visit.

In this study, the researcher telephoned the human resource managers to organise a date and time for the interview. Arrangements were completed well in advance of the interview in the case of the Wellington and Christchurch organisations, as the researcher had to travel to these locations to conduct the interview. All initial telephone calls were followed up by a letter confirming details (see Appendix E).

During the interviews, the human resource managers were asked about the possibility of an interview(s) with the union official(s) of the organisation's major site union(s) and any other organisational stakeholder. Interviews with five union officials and two other stakeholders were conducted at a later date: three were face-to-face interviews and four were telephone interviews.

After deciding to include CEO interviews in the survey, the researcher telephoned the human resource managers of each of the organisations to explore the possibility of a CEO interview. Two organisations agreed to the CEOs being approached for an interview; three organisations suggested that it would not be possible to interview the CEO; and in the remaining organisation the human resource manager said that basically he was the CEO. The following table (Table 5.3) outlines who was interviewed by the researcher in the gathering of data for this research project and whether the interview was conducted over the phone or face-to-face.

Table 5.3
Interviews, by organisation

Organisation	Interviewees	Method
Organisation A	Human resource manager	Face-to-face
	CEO	Face-to-face
	Union officials of two different unions	Face-to-face
	State Services Commission*	Telephone
Organisation B	Human resource manager	Face-to-face
	CEO	Telephone
	Union official	Face-to-face
Organisation C	Human resource manager (who was also CEO)	Face-to-face
	Union official	Telephone
Organisation D	Human resource manager	Face-to-face
Organisation E	Human resource manager	Face-to-face
	Union official	Telephone and email
	State Services Commission*	Telephone
Organisation F	Human resource manager	Face-to-face
	State Services Commission*	Telephone

* The State Services Commission was only interviewed once, but discussion on each of the organisations was included.

4. Interview Design

A survey interview, observe Moser and Kalton (1971, p.271), “is a conversation between interviewer and respondent with the purpose of eliciting certain information from the respondents.” The interviews of the human resource managers, the union officials, other stakeholders, and the CEOs were semi-structured, following a list of predetermined questions, but allowing for flexibility and the opportunity to explore an issue further if the need arose. All human resource managers involved in the study requested a copy of the interview questions prior to the interview.

Question derivation

1. Human resource managers

There were 12 questions developed for the interviews with the human resource managers. Five of these questions were similar to those asked of employees, two questions were similar to those asked of the union officials and four were similar to those asked of the CEO. This was done to check for convergence. The questions asked of the human resource managers covered the following issues: the family friendly initiatives available to employees within the organisation; the initiatives considered to be the most important to employees; the consultation process; how employees find out about the initiatives available; who benefits from family friendly initiatives; and how family friendly the organisation is. The human resource managers were also asked: if they thought employers had a responsibility to assist workers in managing the combination of paid employment and family life; what impact the family friendly initiatives have had on the organisation; and what prompted the organisation to adopt family friendly workplace policies and initiatives. It took between thirty minutes and one hour to conduct each interview. (See Appendix F for the interview questions for human resource managers.)

2. Union officials and other stakeholders

Seven questions were developed for interviews with the union officials. The union officials were asked about union attitudes to family friendly workplaces, whether the union had pushed for family friendly workplace initiatives to be introduced into the organisation, and what the union thought was the future of family friendly workplaces. Each interview took between twenty and thirty minutes. (See Appendix H for the interview questions for union officials.) Other stakeholders were asked similar questions to the ones put to the union officials. Stakeholders were asked four questions and each interview took approximately fifteen minutes. (See Appendix I for the interview questions for stakeholders.)

3. CEOs

The questions put to the CEOs were also similar in many respects to those in the questionnaire and those put to the human resource managers. The CEOs were also asked about the role of managers in disseminating information about family friendly workplace initiatives. Additional questions were specific to their organisations, based on findings from the data analysis of the questionnaire for employees. The CEOs were asked eight questions and each interview took approximately ten minutes. (See Appendix G for the interview questions for CEOs.)

Question type

All questions in all of the interviews were open-ended. This resulted in the interview data being harder to code but also being far ‘richer’, as the interviewee could talk about much wider issues than those stipulated by the researcher.

Recording interviews

All interviews conducted with the human resource managers were taped using a portable tape recorder. This left the interviewer free to concentrate on conducting the interview, instead of having to write down everything the respondent said. As Moser and Kalton (1971, p.281) suggest, “one possible solution to the recording problem for open and intensive interviews is the use of tape recorders to record everything the respondent says.” Interviews with the union officials, stakeholders and the CEOs were not taped as they were primarily interviewed via telephone. Responses to questions were written down by the researcher. The relative strengths and weaknesses of telephone interviews and personal interviews are included on page 148 of this chapter.

5. Data collection

Sources of data

Case studies provide researchers with a choice of six sources from which data can be collected: documentation, archival records, interviews, direct observations, participant-observation and physical artefacts (Yin, 1994). When selecting

data sources, consideration was given to Patton (1990, p.187), who advocates that “one important way to strengthen a study design is through triangulation, or the combination of methodologies in the study of the same phenomena or programs.” Denzin (1989) discusses four basic types of triangulation: data triangulation which is the use of a variety of data sources in a study; theory triangulation, the use of multiple perspectives to interpret a single set of data; methodological triangulation, the use of multiple methods to study a single problem or programme; and investigator triangulation, the use of multiple observers or researchers.

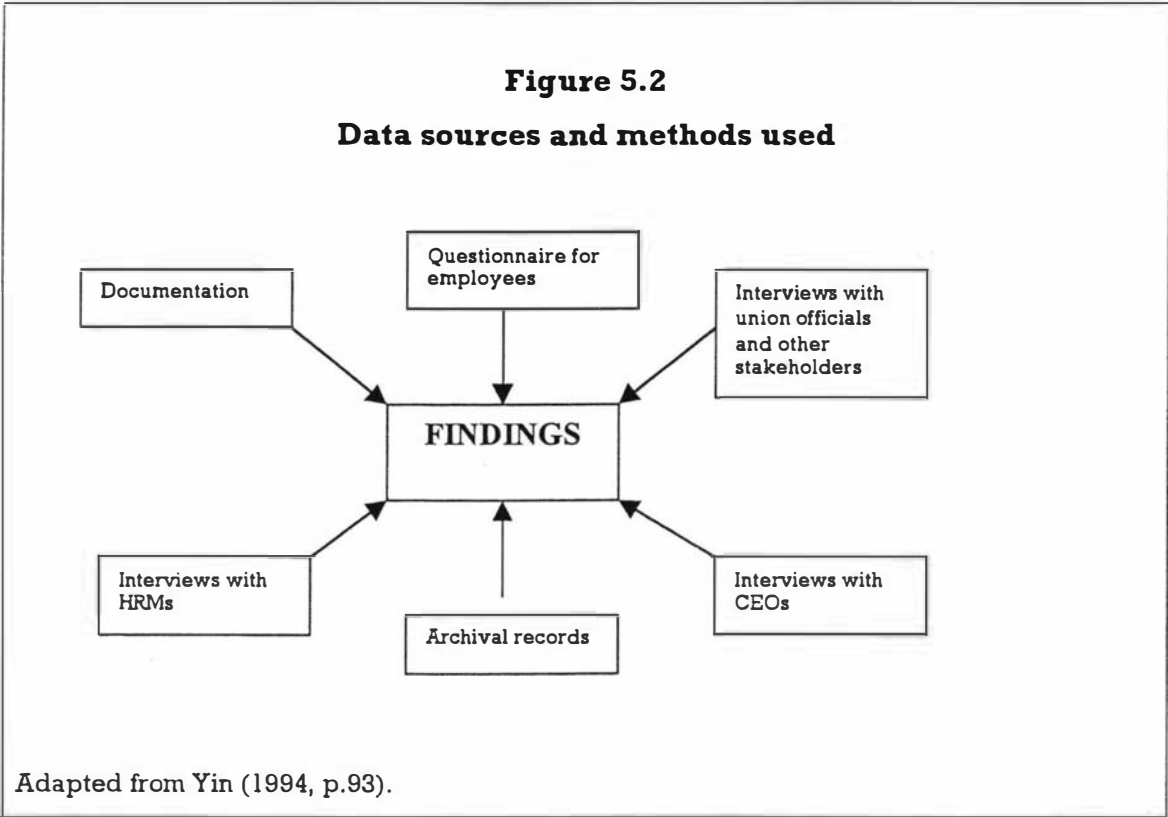
In this study both methodological and data triangulation were used. The methods of questionnaire, personal interviews and telephone interviews were utilised to study family friendly workplace programmes and practices. The data was sourced from the views on family friendly workplaces of employees, human resource managers, CEOs, union officials and stakeholders. Archival records such as service records, organisational records, survey data and personal records (Yin, 1994) and documentation such as letters, agendas, administrative documents, and newspaper clippings (Yin, 1994) complete the data triangulation. The following table (Table 5.4) outlines the archival records and documentation used as part of this research project.

Table 5.4
Documentation and archival records used, by organisation

Organisation	Documentation used	Archival records used
Organisation A	Work and family responsibilities brochure, conference presentation information, the in-house magazine, collective employment contract, EEO Trust work and family awards 1998, web site.	Liddicoat, 1996, Annual reports, Liddicoat, 1998.
Organisation B	Web site, conference presentation information.	
Organisation C	Web site, Families at Work and Top Drawer Consultants. (1995). <i>Work and family directions</i> .	
Organisation D	Web site, Families at Work and Top Drawer Consultants. (1995). <i>Work and family directions</i> .	
Organisation E	Collective employment contract, Top Drawer Consultants. (1996a). <i>Celebrating EEO good practice</i> .	Annual reports, values and principles, Fisheries 2010.
Organisation F	Top Drawer Consultants. (1996a). <i>Celebrating EEO good practice</i> .	

Data from the EEO Trust was also utilised, for example, data from surveys such as the EEO Trust Index, information provided in the EEO Trust website and information contained in literature published by the Trust.

Multiple sources of evidence provide a comprehensive case study base, which allows the researcher to address a broad range of issues, and to develop convergent lines of inquiry. The following diagram (Figure 5.2) outlines the data sources for this research project and the methods employed to gather the data.



Documents and archival data

The author consulted a variety of documentary and archival sources to supplement the information provided by the various interviewees. Documentation includes “newspaper clippings and other articles appearing in the mass media, formal studies or evaluations of the same site under study” (Yin, 1994, p.81) and archival records include organisational records and survey data (Yin, 1994). Interviewees referred to a certain amount of documentary evidence, and, where possible, copies of relevant organisational documents were given to the researcher. A variety of secondary data and information was also used, including results from surveys, or other information in the mass media related to the six organisations and relevant to the research on family friendly workplace initiatives. Information related to any of the six organisations that was disseminated at conferences was also included in the data.

Data analysis and presentation

Data type and collection method were taken into consideration when determining the appropriate method of data analysis. The author used computer-based quantitative statistical analysis package SPSS (Statistical Package for the Social Sciences) 8.0 for Windows to analyse the data gathered from the questionnaires. SPSS is an efficient method of analysing large amounts of data that is quantitative in nature. Frequencies were calculated for each of the questions contained in the questionnaire, both overall, and for each organisation individually. Cross-tabulations were also completed to look for further relationships within the data, for example, whether a high level of responsibility for dependants meant that an individual utilised family friendly workplace initiatives more than those individuals who had a low level of responsibility or no responsibility for dependants. The analysis of the questionnaire data gives one dimension of the overall data gathered - information from employees. The other dimensions include data gathered from the interviews with the human resource managers, the two CEOs, stakeholders, and the officials from four unions in three organisations.

Data provided by a variety of respondent groups provided the researcher with an appreciation of the uniqueness of each organisation. The within-case analysis identified patterns and themes that occurred within each of the cases, often depending on the source of the data; the cross-case analysis showed similarities and differences between the six different cases or organisations.

Ethical review

As the research strategy involved collecting data from human subjects, the researcher was required to submit her research proposal for ethical review by the Massey University Ethics Committee. Approval was granted pending some minor amendments to the questionnaire including amending the first sentence of the fourth paragraph to read "Response to the questionnaire is voluntary and you do not need to identify yourself or your workplace", and to delete the final sentence on the covering letter which read "Questionnaires can be returned in the stamped

addressed envelope provided” as it was felt this sentence implied participation. (A copy of the covering letter is provided in Appendix A.) The amendments to the questionnaire suggested by the Human Ethics Committee were made and the submission was subsequently approved.

The next chapter focuses on the results obtained from the questionnaire and interviews.

Chapter Six

Results

Introduction

This chapter describes the results obtained from the data collected from this research. The chapter discusses first the response rates obtained from the survey methods used and examines non-response bias. This is followed by an account of the results obtained from the questionnaire distributed to employees, and the results from the interviews with human resource managers, CEOs, union officials and other stakeholders. Chapter seven discusses these results and reflects on them within the context of the work and family literature.

1. Response Rate

The response rates for the various data collection methods used form the first part of this chapter. The response rate for the employee questionnaire is examined first, followed by the response rates for the interviews with the human resource managers, the CEOs, the union officials and the stakeholders.

Employee questionnaire

Overall, the average response rate for the questionnaire survey of employees within the six organisations was 48.2 percent. (By comparison Tudhope's 1994 study had a 23.3% response rate.) In total 809 questionnaires were distributed, and 390 responses were received. Table 6.1 shows the employee questionnaire response rate for the six organisations.

Table 6.1
Response rate for questionnaire

Organisation	Number of questionnaires distributed	Number of re-sponses	Response rate
Organisation A	293	140	47.8%
Organisation B	60	26	43.3%
Organisation C	74	34	45.9%
Organisation D	175	100	57.1%
Organisation E	87	42	48.2%
Organisation F	120	48	40.0%
TOTALS	809	390	Average: 48.2%

Interviews with human resource managers

There was a 100 percent response rate for the interviews with the human resource managers. All six human resource managers of the six selected organisations agreed to be interviewed and agreed to the questionnaires being distributed to employees within the organisation.

Interviews with CEOs

Two CEOs agreed to be interviewed for this research project. One of the human resource managers was also the CEO. It was decided that he would not be interviewed in his role as CEO as he had already answered many of the questions in his role as human resource manager.

Interviews with union officials and other stakeholders

Each human resource manager interviewed was also asked for the contact details of the union official of the major site union and any other appropriate stakeholder. Two organisations did not have a union presence; the other four organisations had a major site union. Contact details of each organisation’s union

official at the union's district office or national office were provided. The researcher subsequently contacted the union officials and conducted five interviews. Organisation A had two major site unions; in this instance two different union officials from two different unions were interviewed. The human resource managers directed the researcher to other appropriate stakeholders, including the State Services Commission, the EEO Trust and the Australian Institute of Family Studies in Melbourne. All three stakeholder representatives contacted agreed to participate in the research project, either by agreeing to an interview or by supplying information in another form.

2. Non-response bias

Oppenheim (1966) suggests two methods which can help determine how bias has been introduced: "First, by comparing respondents with nonrespondents on the original sampling list ... and second, by comparing early respondents with late respondents" (p.34). In this study there was little need to compare early respondents with late respondents as most of the completed questionnaires were returned to the researcher in a courier pack with all completed questionnaires included. However, non-response bias may have been an issue when comparing respondents with nonrespondents on the original sampling list. Some potential respondents may not have completed the 'family friendly' questionnaire because they did not have a 'family'. However, a number of respondents who did not have a family did complete the necessary sections of the questionnaire, so not all potential respondents without a family were non-respondents.

3. Questionnaire results

The following information relates to the results from the questionnaire for employees of the six chosen organisations. A copy of the questionnaire is included in Appendix A.

Characteristics of respondents

Sex

A predominance of females responded to the questionnaire, with 246 females respondents (64.1 percent) and 138 male respondents (35.9 percent). Six respondents did not indicate their sex.

Ethnicity

A total of 337 respondents classified themselves as NZ European/Pakeha, 21 as Maori, 7 as Indian, and 5 as Chinese; a number of other ethnicities were also indicated. A few respondents did not specify their ethnicity, including one respondent who wrote “Refuse to answer this type of question (find it offensive).”

Age

Most respondents were in the 31-40 and 41-50 age brackets, (34.2 percent and 29.3 percent respectively), while 19.9 percent of respondents were in the 21-30 age bracket, 14.2 percent were over 50 and 2.3 percent were under 20 years of age.

Employment information

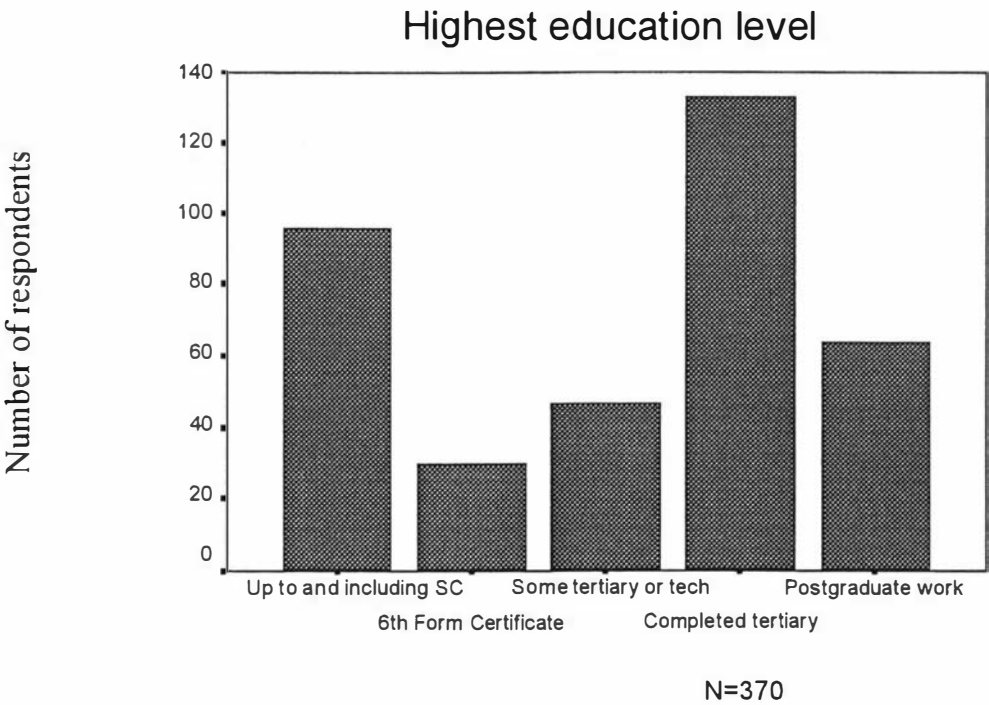
There were 387 responses to the question asking respondents how long they had worked for their current employer: 125 respondents (32.3 percent) had worked for their current employer for 3-5 years followed by the 0-2 years and 6-10 years ranges which both had 90 respondents (23.3 percent). The majority of respondents (58 percent) were in positions where they did not supervise anyone, and most respondents indicated their salary range was \$20,000-\$40,000 p.a. (47.2 percent) followed by the \$40,000-\$60,000 salary range with 99 respondents (26.3 percent). There were 38 respondents who earned over \$60,000 and 62 respondents who earned under \$20,000. The salary range appeared to be organisation specific, with 86 percent of respondents from Organisation C stating they earned

under \$20,000, and 44 percent of respondents from Organisation F stating they earned over \$60,000.

Education level

Question 23 asked respondents to indicate their highest education level. The results for this question were bi-modal, with 133 respondents (35.9 percent) indicating they had completed a tertiary or technical qualification, and 96 respondents (25.9 percent) indicating their highest education level was up to and including School Certificate. Education levels were organisation specific: in the three production-oriented organisations (Organisations B, C & D) the respondents tended to have lower qualifications than the three service-oriented organisations (Organisations A, E & F) where qualifications tended to be of a higher level.

Figure 6.1



Level of responsibility

Question 1: People have different kinds of family responsibilities. Please tick the one statement that best describes your responsibilities: Your family responsibilities are primarily regular and ongoing (e.g., looking after children or an elderly relative who live with you); Your family responsibilities are mostly periodic/occasional commitments (e.g., having the children for the school holidays or taking your turn to look after an elderly parent); Your family responsibilities are mostly unpredictable or emergency commitments (e.g., sick relative, having to go home for a family bereavement).

This question focuses on respondents’ level of family responsibility. As indicated in Table 6.2, the majority of respondents who answered this question (360 respondents) felt their level of family responsibility was primarily regular and ongoing; they looked after children or an elderly relative who lived with them. This was followed by respondents who felt their responsibilities were mostly unpredictable or emergency commitments, for example, having to go home to look after a sick child. The least common level of responsibility was periodic or occasional commitments, such as having the children for the school holidays.

Table 6.2
Level of family responsibility

Level of responsibility	Frequency	Percent
Regular/ongoing	176	48.9
Periodic/occasional	36	10.0
Unpredictable/emergency	148	41.1
Totals	360	100

Table 6.3 outlines the level of family responsibility by sex of respondent. A total of 73 males had family responsibilities that were primarily regular and ongoing, such as looking after children or an elderly relative, and 102 females also had this high level of family commitment. An almost equal number of males and females responded to the ‘periodic and occasional’ level of commitment with 18 males and 17 females indicating this high level of commitment. The largest difference between the male and female respondents was in the final category of lower-level family commitment ‘family responsibilities are mostly unpredictable or emergency’, indicated by 107 and 38 males.

Table 6.3
Level of family responsibilities by sex of respondent

Family responsibility	Male	Female	Total
Regular and ongoing	73 (56.6%)	102 (45.1%)	175 (49.3%)
Periodic and occasional	18 (14.0%)	17 (7.5%)	35 (9.9%)
Unpredictable and emergency	38 (29.4%)	107 (47.3%)	145 (40.8%)
Totals	129	226	355

Of the 129 males who rated their varying levels of family responsibility, 56 per-cent said their responsibility was regular and ongoing, the highest level of family responsibility. Yet of the 226 females who rated their family responsibility, more rated their family responsibility as unpredictable and emergency, leaving 45 percent of female respondents rating their responsibility as regular and ongoing.

Number of dependants

Question 2: The table below describes various family responsibilities. If they apply to you, please write down the number of people you are responsible for, and whether you are their main caregiver.

This question asked respondents to list the number of dependants they were responsible for and also whether they were the main caregiver of the dependants. The choices for respondents were: ‘children under two years of age’ (these children require the most intensive caregiving); ‘children 2-4 years of age’ (older pre-school children); ‘children 5-16’ (school aged children); ‘elderly relatives’; ‘ill or disabled relatives’; and ‘other situation’.

Most respondents had dependants aged 5-16 years (134 respondents), and of those respondents most cared for one child (60 respondents), followed by two children (52 respondents) and finally three children (22 respondents). The high number of respondents who were carers of children in the school age group is explained in part by the fact that this was the largest age range for children.

Children 2-4 years was the next most common group of dependants and of the 48 respondents who said they were carers of children in this group, 41 were carers for one child, six were carers for two children and one cared for three children. Of the remaining groups of dependants, most of the respondents indicated that they were carers for only one dependant. Of the respondents who indicated ‘other situation’, the most common situations were teenagers (14 respondents), older daughter or grandchild or partner (five respondents) and pets (six respondents). Human resource managers and employees both within the six organisations chosen for this research project and in organisations outside this sample, indicated that some people consider their pets as dependants and their organisation allows them time off to take their dog to the vet, or to stay at home with a sick pet.

Table 6.4 shows the number of respondents who were responsible for dependants in each of the different age groups. It also shows whether the respondent was the main carer, not the main carer or shared the care with another person.

Table 6.4
Number of respondents with dependants and the level of care

Responsible for	Main care-giver	Not main carer	Shared care	TOTAL
Children under 2	10	28	2	40
Children 2-4	21	22	5	48
Children 5-16	60	52	22	134
Elderly relative	18	25	1	44
Ill/disabled relative	7	13	0	20
Other situation	21	9	2	32
TOTAL RESPONDENTS	137	149	32	318

Dependant-care facilities used

Question 3: Do you currently use any of the following: Childcare centre; Eldercare facility; Nanny or home care; Other relatives as carers; After school care; School holiday programme; Other.

This question asked respondents to indicate the dependant-care facilities they used. Most commonly respondents used family or friends (relatives as carers, plus ‘others’ in the form of friends, husband or wife or partner, and older child) to care for dependants, with a total of 82 respondents mentioning family or friends. Most respondents who utilised dependant-care facilities were in the 31-40 age group. Table 6.5 outlines the dependant-care used by respondents and the number of respondents who indicated their use of each dependant-care option.

Table 6.5
Dependant-care facilities used

Dependant-care facility	n
Childcare centre	33
Eldercare facility	4
Nanny or home care	20
Relatives as carers	60
After school care	18
School holiday programme	18
Other, including:	31
<i>Friend</i>	10
<i>Wife/husband/partner</i>	7
<i>Older child</i>	2
<i>Whanau</i>	3

n=184

Work-family conflict situation

Question 4: Since being employed by your current employer, have you experienced any of the following situations – Workloads that make it hard to make time for the family; Work starting times that make family arrangements difficult; Work finishing times that make family arrangements difficult; Not having

enough sick leave to look after family members; Meeting times that clash with family commitments; Being unable to attend training because of family commitments; Expectations of overtime or weekend work that are hard to fit around home commitments; Difficulty in getting time off for a family emergency; Other situations.

In this question about potential work and family conflict situations, respondents were asked to indicate all situations that applied, so some respondents may have indicated more than one situation. Table 6.6 shows the eight potential work and family conflict situations and how many respondents indicated each situation. The number of male and female respondents for each situation is also included, however as not all respondents indicated their sex the total number of respondents does not always equal the sum of the separated male and female count. Situations with the highest overall frequency appear at the top of the table.

Table 6.6
Work-family conflict situations

Work-family conflict situation	N	Male	Female
Workloads that make it hard to make time for the family	143	63	78
Work finishing times that make family arrangements difficult	99	47	51
Expectations of overtime or weekend work that are hard to fit around home commitments	97	43	53
Work starting times that make family arrangements difficult	77	29	46
Meeting times that clash with family commitments	76	40	35
Being unable to attend training because of family commitments	48	14	33
Not having enough sick leave to look after family members	43	9	32
Difficulty in getting time off for a family emergency	28	8	20

The most common work-family conflict situation concerned workloads that made it hard to make time for the family. This was the most commonly indicated work-family conflict by both male and female respondents. The responses for

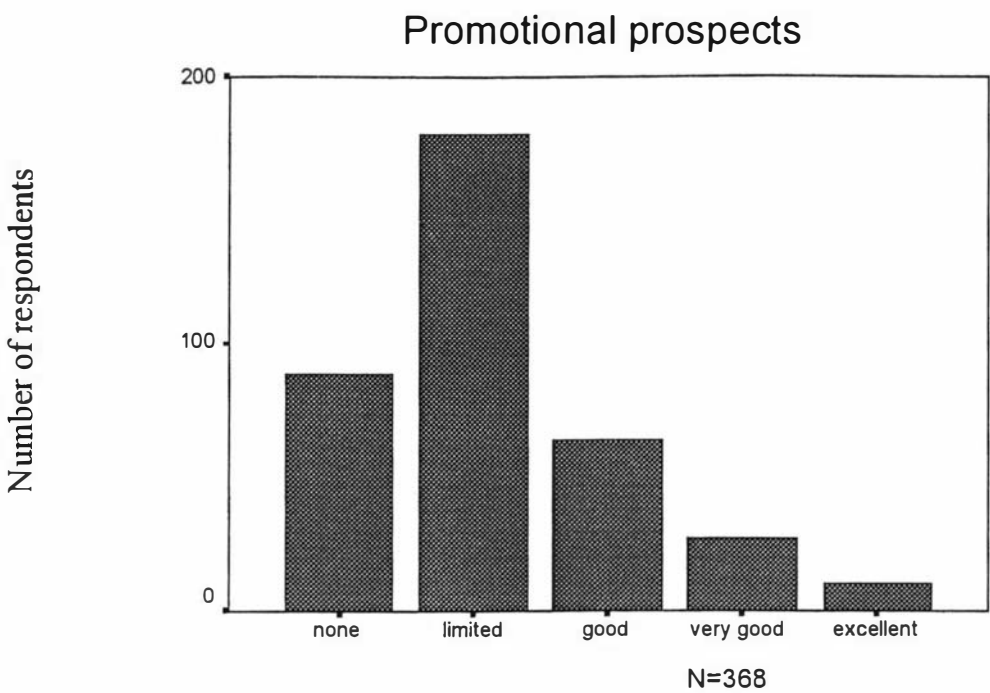
this question were organisation specific. In Organisation A, 74 out of the possible 140 respondents (52.8 percent) suggested that workload was an issue for them. Of the 26 respondents in Organisation B, only six respondents said that workload was an issue for them (23.0 percent), however, eight respondents indicated that insufficient sick leave and expectations of overtime or weekend work were a work-family issue. In Organisation C, only two from a potential 34 respondents indicated workloads as an issue (5.8 percent); four respondents replied that insufficient sick leave and difficulty getting time off for a family emergency were issues for them. Of the 100 respondents in Organisation D, the most frequently cited issues were also insufficient sick leave and expectations of overtime and weekend work, with 20 and 14 respondents respectively; workloads was the third rated issue, with 13 respondents (13 percent). Of the 42 respondents in Organisation E, 20 respondents indicated the workload issue (47.6 percent), 20 respondents also indicated work finishing times that made family arrangements difficult. In Organisation F, of the 48 respondents to the questionnaire, 28 indicated the workload issue (58.3 percent). Other work-home conflict situations mentioned by all respondents were: difficulty in getting time off for leisure activities; unexpected work commitments that clashed with home, such as planned holidays; unsympathetic managers; and complaining workmates.

Prospects for promotion

Question 5: Does your current position have prospects for promotion?

Respondents were asked to rate their current position's prospects for promotion on a Likert rating scale, with 1 being 'no prospects for promotion' and 5 being 'excellent prospects'. Figure 6.2 shows all respondents' ranking of their prospects for promotion.

Figure 6.2



Overall, respondents felt that their prospects for promotion were limited or that their current position had no prospects for promotion. Comments by respondents related to this question included “I’m in a low grade job with no prospects for promotion”; “political motives for some promotions”; “opportunities only if I transfer”; “age is a barrier” and “I’m stuck here because I’m poor and have to work – no qualifications, too many commitments to give up work”. Table 6.7 outlines the responses to Question 5 by organisation.

Table 6.7

Prospects for promotion by organisation

Organisation	None	Limited	Good	Very good	Excellent
Organisation A	24.8%	54.7%	17.5%	2.9%	0.0%
Organisation B	9.1%	63.6%	18.2%	4.5%	4.5%
Organisation C	64.0%	16.0%	20.0%	0.0%	0.0%
Organisation D	20.0%	60.0%	12.6%	5.3%	2.1%
Organisation E	31.0%	42.9%	16.7%	9.5%	0.0%
Organisation F	8.3%	22.9%	25.0%	27.1%	14.6%

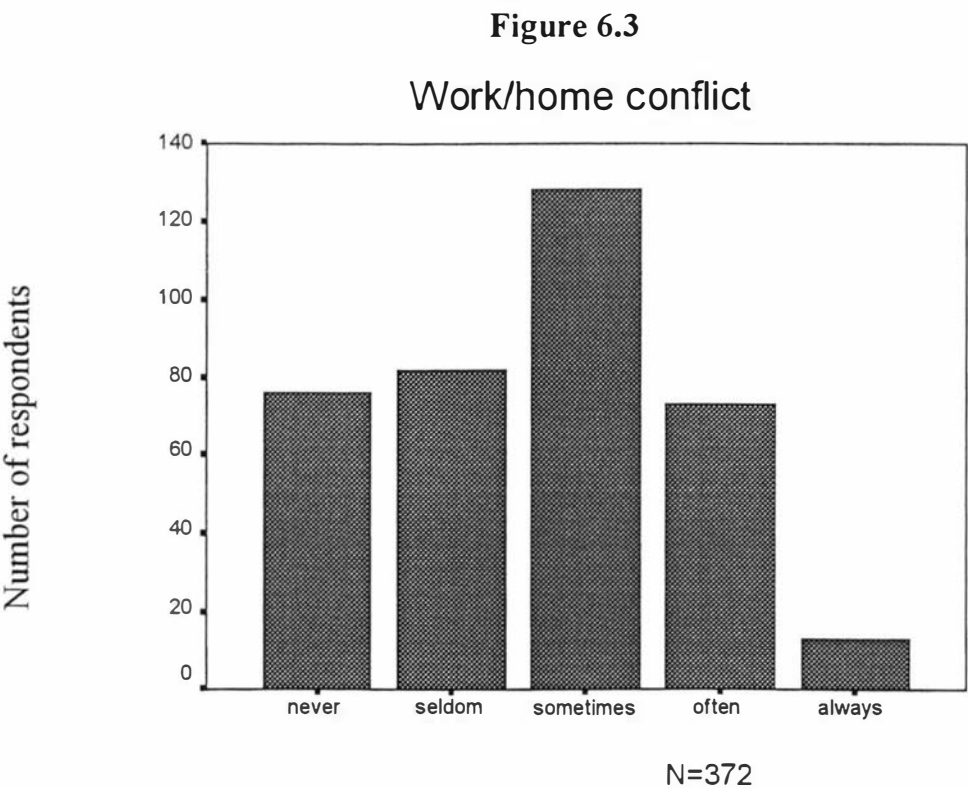
N=368

The respondents’ prospects for promotion were to some degree organisation specific, with respondents from Organisation F rating their prospects for promotion higher than did respondents from Organisations A, B and E. These organisations, in turn, rated their promotional prospects as marginally higher than did those respondents in Organisations C and D. Overall, about the same percentage of males and females felt their promotional prospects were ‘none’ or ‘limited’, with 70 percent of males and 73 percent of females ranking their promotional prospects at the lower end of the scale. Inversely, 12 percent of males and only 7 percent of females indicated their promotional prospects as very good or excellent.

Work-home conflict

Question 6 – Do you ever feel a conflict between the demands of work and home?

This question also contained a Likert style rating scale with 1 being ‘never feel a conflict’ through to 5 ‘always feel a conflict’. Figure 6.3 shows all respondents’ rankings of their conflict between the demands of work and home.



Respondents who stated they felt a conflict between the demands of work and home were asked whether they thought their employer could do something to help ease the work-family conflict. Thirteen respondents suggested employers should review workloads. Two comments on this issue were: “significant workload pressures – still expect work to be completed despite family initiatives” and “stop buying into the dominant discourse. Lower expectations of tutor’s pastoral roles ie: caring for vulnerable students. Employ more tutors so that I’m not spread so thinly.” Eight respondents suggested managers should consider home or other commitments, and six respondents said the organisation should have flexible hours or part-time work arrangements.

Respondents also suggested that managers be trained in family friendly practices, that the culture of the organisation be changed to be more family friendly, and that managers place trust in their employees. As one respondent put it: “Be flexible and trust me.” In Organisation D, a few respondents who viewed the organisation’s team culture as a constraint to family friendliness. For example, one respondent commented that “We always seem to be doing more and more in less time and it’s stressful. Because we work in a team environment we have daily targets to get and it’s always impossible to achieve them most times.” Twenty-six respondents said that they did not think their employer could do anything to help ease the work-home conflict, that it was part of life and not the employer’s fault.

Initiatives provided by the organisations

Question 7 – Does your organisation provide any of the initiatives listed below? Flexible working hours, Job sharing, Part-time work, Compressed hours, Teleworking/working from home, Flexible leave, Parental leave, Childcare/eldercare, School holiday programme, Other.

Heading the list of the five most common initiatives provided by organisations was flexible hours, with 236 respondents, followed by parental leave (208 respondents), flexible leave (193 respondents), part-time work (188 respondents),

job sharing (106 respondents), and teleworking/work from home (62 respondents). Organisation D had recently introduced an Employee Assistance Programme (EAP) into their organisation and was keen to gauge the response to this initiative. Therefore, Organisation D's questionnaire also included an EAP option in Question 7. Of the organisation's 100 respondents, 74 knew that the organisation offered EAP as an initiative.

Consultation process

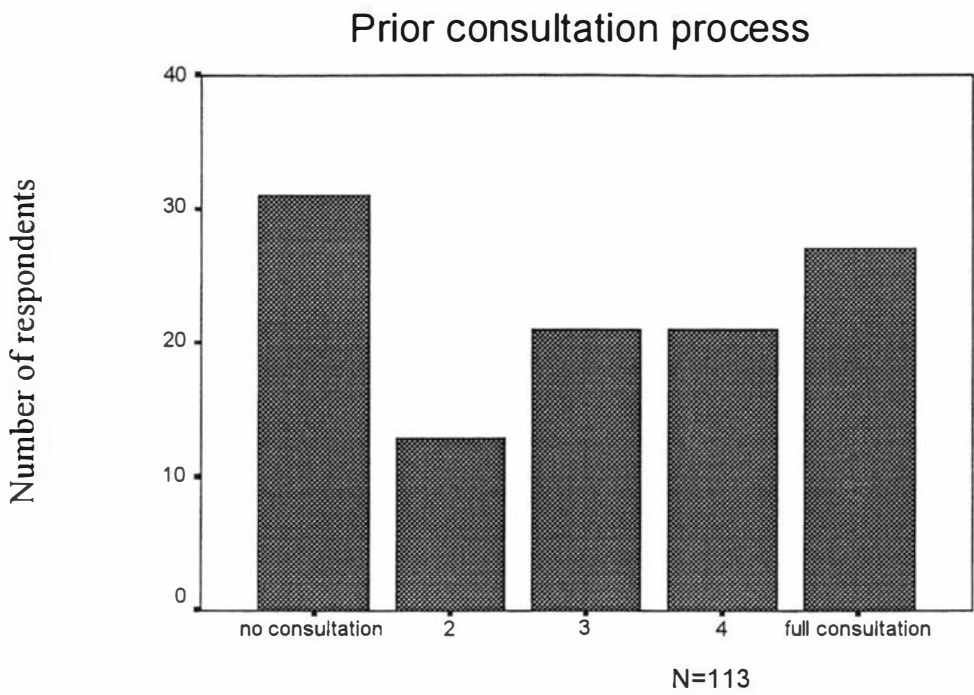
Question 8a – Prior to these initiatives being introduced, were employees consulted about which initiatives were preferred?

Question 8b – Is there an ongoing consultation process in place on any of these initiatives?

Questions 8a and 8b related to the prior and ongoing consultation process surrounding the introduction of family friendly initiatives into the organisation. Each question was divided into two parts. In the first part, respondents were asked to rate the level of consultation from 'no consultation' to 'full consultation' on a Likert scale. However, if respondents did not know the extent of the consultation process, they ticked a box in the second part of the question that stated 'I do not know the extent of the consultation process'.

In Question 8a, respondents were asked about the consultation process *prior* to the introduction of family friendly initiatives. A total of 113 respondents ranked their knowledge of the extent of the prior consultation process. The results are outlined in Figure 6.4.

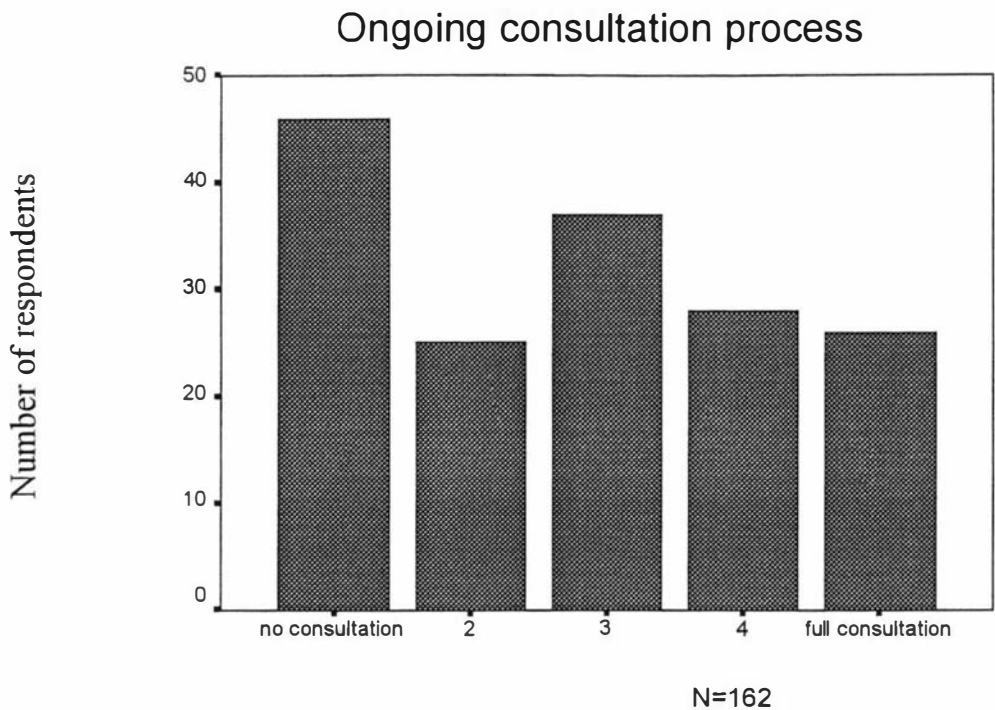
Figure 6.4



Respondents who did not know the extent of the prior consultation process numbered 223; more respondents were unaware of the consultation process than those who had some knowledge of the consultation process and were able to rank it.

In Question 8b, respondents were asked about the *ongoing* consultation process. A total of 162 respondents ranked their knowledge of the extent of the ongoing consultation process; more respondents knew about the ongoing consultation compared to the prior consultation process. The results from respondents’ ranking of the extent of the ongoing consultation process are outlined in Figure 6.5.

Figure 6.5



Meanwhile, 176 respondents did not know the extent of the ongoing consultation process. More respondents were unaware of the ongoing consultation process, as was the case with the prior consultation process; however, the gap between those who knew about the ongoing consultation process and those who did not was smaller.

Awareness of initiatives

Question 9 – How did you become aware of the initiatives outlined in Question 7 above?

In this question, respondents could choose from a small list that included their manager, a colleague, and their job interview; or, they could specify other means of finding out about family friendly initiatives. Table 6.8 outlines the most common methods by which respondents found out about family friendly initiatives offered within their organisation.

Table 6.8
Finding out about initiatives

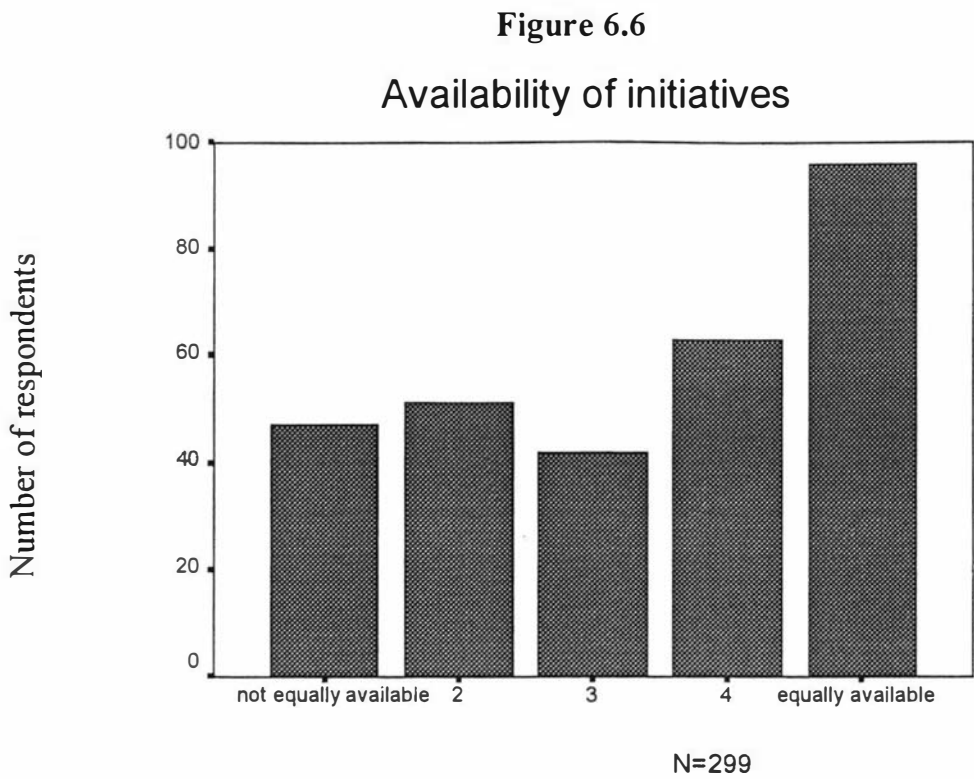
Method of finding out about initiatives:	N
Manager	118
Colleague	101
At the job interview	53
Employment contract	29
General knowledge	42

As the table shows, the respondent’s manager was the most common source of information about the family friendly workplace initiatives available within the organisation, while colleagues were the second most important source of information.

Availability of initiatives

Question 10 – Do you think the family friendly initiatives your organisation offers are available equally to all staff?

This question also included a Likert scale ranging from 1, ‘family friendly initiatives not available equally to all staff’, to 5, ‘family friendly initiatives are available equally’. The results from the Likert scale section of this question are outlined in Figure 6.6.



As shown, the majority of respondents felt that the family friendly initiatives were available equally to all staff, with 159 respondents out of a total of 299 who ranked the availability of initiatives as 4 or 5 on the rating scale.

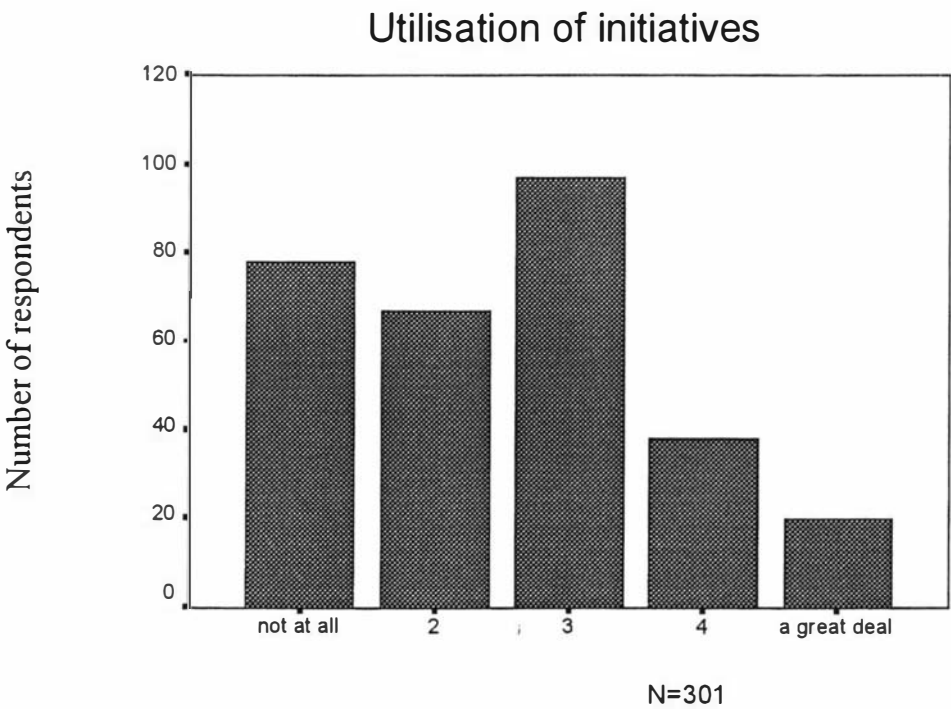
The second part of Question 10 asked respondents to give reasons for the family friendly initiatives being or not being available equally. Sixty-eight respondents said it depended on your position within the organisation, or the area you worked in as to whether you were offered family friendly initiatives. Six respondents suggested that initiatives favoured women, and eight respondents stated that the family friendly initiatives were known to all and all had equal opportunities to utilise them. Other comments included: “Staff aren’t aware [of initiatives] and management won’t tell them”, and “The culture [of the organisation] means that family friendly initiatives are not available equally.”

Utilisation of initiatives

Question 11 – Do you use any of the initiatives your organisation offers?

The first part of Question 11 included a Likert scale and asked respondents to rank the extent to which they used the family friendly initiatives available to them, with 1 being ‘not at all’ and 5 being ‘a great deal’. There were 301 respondents to the first part of Question 11, and the results are shown in Figure 6.7. Interestingly, as outlined in the graph, respondents tended not to use the family friendly initiatives available to them. The various reasons for this are outlined in discussion on the third part of Question 11.

Figure 6.7



In the second part of Question 11, respondents were asked to indicate which initiatives they used, and a list of potential initiatives was included. The most commonly used initiative was flexible hours with 185 respondents, followed by flexible leave (143 respondents), part-time work (50 respondents), and teleworking/work from home (50 respondents). In Organisation D, 13 respondents said they utilised EAP.

The third part of Question 11 asked respondents who did not use any of the initiatives available to them why this was so. Of the 76 respondents, 45 said they did not need to use the initiatives, five said that the nature of their job precluded use of the initiatives offered, and four respondents said that the initiatives did not fit with their current needs or plans. Other comments from respondents included: “Team complains” and “Did not know they were available.”

Importance of initiatives

Question 12 – Of the initiatives listed in question 11, which are the most important to you? Please list them in order of importance, 1 being of highest importance and 5 being of lower importance.

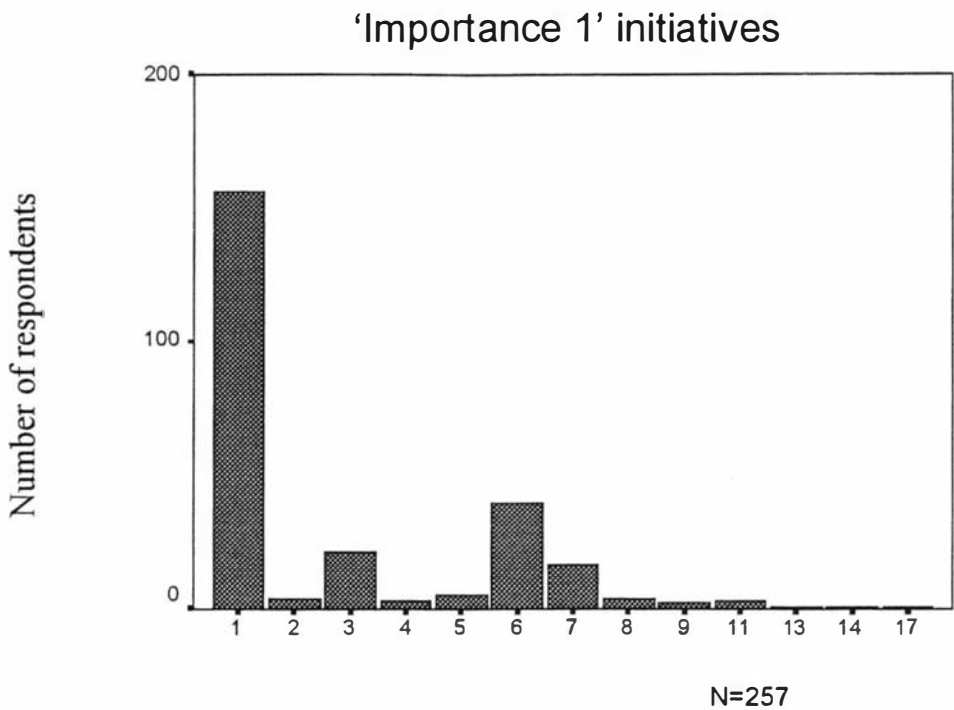
Flexible hours was the initiative respondents most commonly rated as ‘importance 1’, as indicated in Figure 6.8, with 156 respondents (69 males and 86 females) rating this initiative as the most important. The second highest rated ‘importance 1’ initiative with 40 respondents (19 males and 21 females) was flexible leave. Eighty-five respondents rated flexible leave as the ‘importance 2’ initiative, followed by 42 respondents who rated flexible hours. Flexible leave was also the most commonly rated initiative of the next rating – ‘importance 3’. Twenty-six respondents rated flexible leave as their third most important initiative; teleworking/work from home was rated at ‘importance 3’ by 21 respondents. The most commonly rated initiatives for ‘importance 4’ and ‘importance 5’ were parental leave and job sharing respectively. Interestingly, no respondents rated flexible hours as their ‘importance 5’ initiative. Table 6.9 outlines the results from Question 12.

Table 6.9
Rating of importance of initiatives

Importance	Initiative	Frequency
Importance 1	Flexible hours	156 respondents
	Flexible leave	40 respondents
Importance 2	Flexible leave	85 respondents
	Flexible hours	42 respondents
Importance 3	Flexible leave	26 respondents
	Telework/work at home	21 respondents
Importance 4	Parental leave	13 respondents
	Flexible leave and part-time work (2 nd equal)	12 respondents
Importance 5	Job Share	10 respondents
	Part time work	9 respondents

As noted in Figure 6.8, one respondent ranked ‘pet leave’ as having the highest importance. The issue of leave or flexibility to cope with pet or animal responsibilities was an issue that was mentioned by a number of respondents both in relation to this question and also in Question 2 where some respondents mentioned pets as dependants.

Figure 6.8



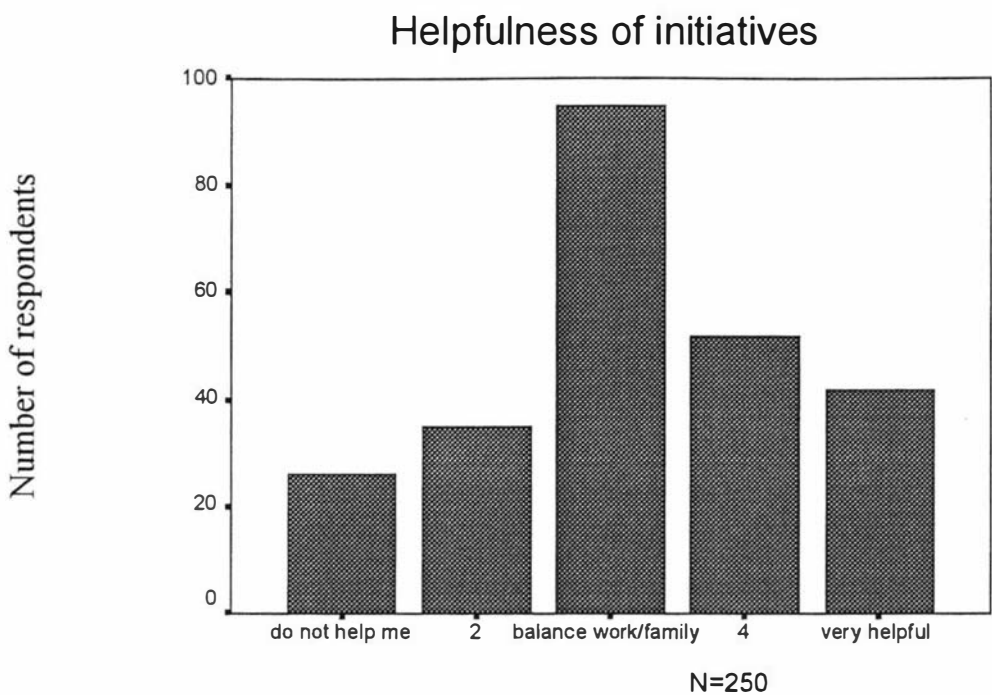
- | | | |
|---------------------------|------------------------|-------------------------|
| 1= flexible working hours | 2= job sharing | 3=part-time work |
| 4= compressed hours | 5= Teleworking | 6= flexible leave |
| 7=parental leave | 8= childcare/eldercare | 9= school holiday prog. |
| 11= EAP | 13= have child at work | 14= Work school hours |
| 17= Pet leave | | |

Helpfulness of initiatives

Question 13 – Do the family friendly initiatives offered to you help you to better balance your work and family responsibilities?

Question 13 included a Likert scale, 1 being ‘no, do not help me balance work and family responsibilities’ through to 5, ‘yes, are very helpful with balancing work and family responsibilities’. In Figure 6.9 showing the respondents’ ranking of the helpfulness of family friendly initiatives, more respondents than not thought the initiatives were helpful.

Figure 6.9

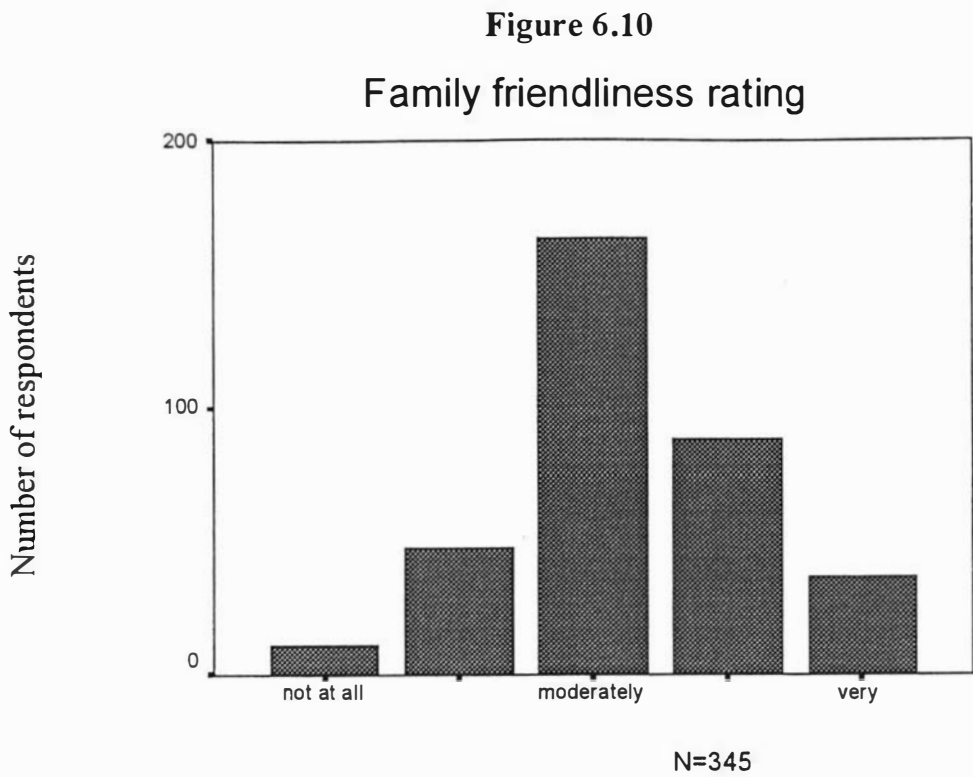


Question 13 also had a comments section. The following are some comments that respondents made about the helpfulness of the family friendly initiatives: “Very high pressure job. Given this, the organisation does what it can to ensure a balance exists”; “I don’t think that anything has really been offered to me”; “I feel that the commitment to the job sometimes forces staff into situations at work and at home which become unmanageable.” Five respondents mentioned that they knew nothing or very little about the initiatives on offer.

Family friendliness of the organisations

Question 14 – How ‘family friendly’ would you say your organisation is?

A Likert scale was included in Question 14 so respondents could rate their organisation’s family friendliness. The results outlined in Figure 6.10 indicate that most respondents felt their organisation was moderately to very family friendly.



However, the degree of family friendliness was organisation specific, as outlined in Table 6.10, with the mode for each organisation shown in bold.

Table 6.10

Family friendliness of individual organisations

Organisation	Not at all	2	Moderately	4	Very
Organisation A	1.5%	15.3%	54.2%	21.4%	7.6%
Organisation B	0.0%	0.0%	60.0%	20.0%	20.0%
Organisation C	10.0%	15.0%	40.0%	25.0%	10.0%
Organisation D	6.8%	11.4%	44.3%	27.3%	10.2%
Organisation E	0.0%	22.0%	39.0%	31.7%	7.3%
Organisation F	2.2%	11.1%	37.8%	31.1%	17.8%

In Organisation F, 48.9 percent of respondents rated the organisation as highly family friendly (4 or 5 on the scale); in Organisation B, 40 percent rated their organisation as highly family friendly; in Organisation E, 39 percent of respondents rated their organisation as highly family friendly; and in Organisations D, C and

A the percentages were 37.5 percent, 35.0 percent and 29.0 percent, respectively. Respondent comments on Question 14 included: “The family friendliness of the organisation depends on individuals within the organisation”; “They [the organisation] do the moral minimum”; and “Overall the organisation is moderately family friendly – but it varies in each area.”

Who benefits?

Question 15 – Who do you think benefits from family friendly initiatives?

This was an open-ended question which elicited a wide variety of answers. Table 6.11 outlines the major responses to this question.

Table 6.11
Who benefits from initiatives?

Who benefits?	n
Everyone	86
Employees and employers	78
Your family/families	44
Employees, employers and families	40
Employees	12

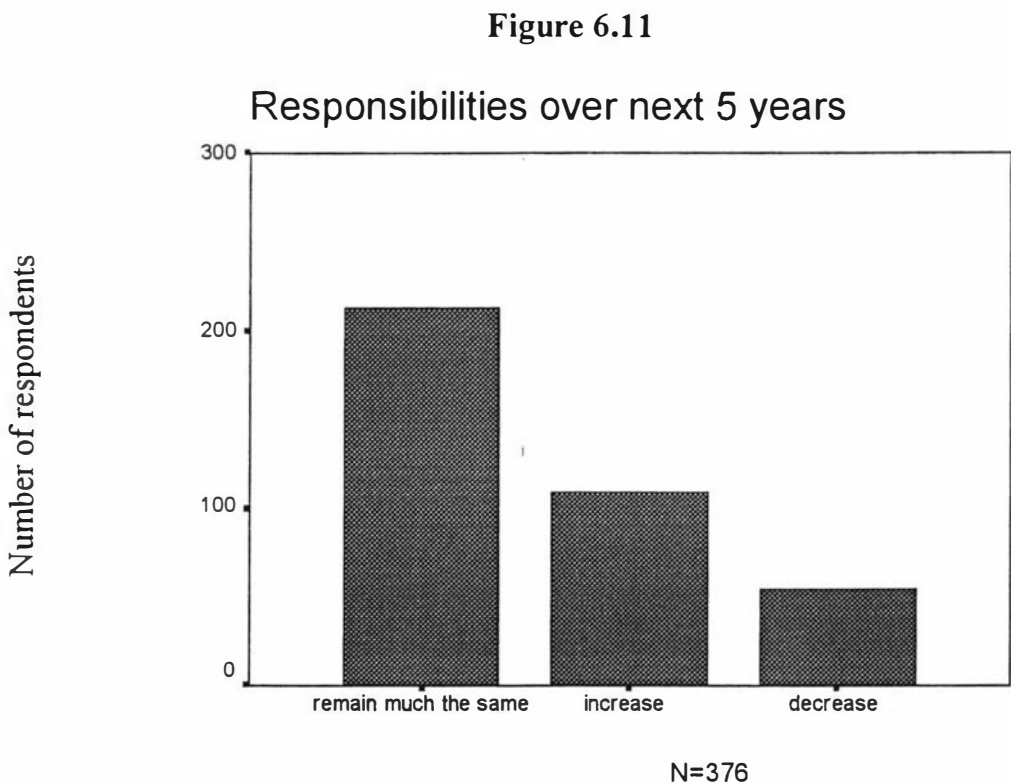
N=314

Some respondents suggested that others who benefited from family friendly initiatives included: “the moaners”; “those in the office”; “not those who are single”; and “the staff who get paid the most, they can afford childcare and be able to carry on their jobs. The rest on shit wages have to make do.”

Ongoing responsibility

Question 16 – Within the next five years, do you expect your family responsibilities to: remain much the same, increase, or decrease?

Figure 6.11 outlines the results for this question. Overall, 213 respondents thought their family responsibilities would remain much the same over the next five years, 109 thought their family responsibilities would increase, and 54 respondents said their family responsibilities would decrease. There were 376 responses to this question.



There was a degree of organisation specificity, as can be seen in Table 6.12 (the mode for each organisation is in bold). In Organisation F, 42.6 percent of respondents felt their family responsibilities would increase over the next five years, a fact that Organisation F management might take into account when developing family friendly initiatives. In Organisation E only 11.9 percent of respondents felt that their family responsibilities would increase, while most respondents thought their family responsibilities would remain much the same.

Table 6.12
Status of family responsibilities

Organisation	Family responsibilities remain the same	Family responsibilities increase	Family responsibilities decrease
Organisation A	55.8%	26.8%	17.4%
Organisation B	52.0%	28.0%	20.0%
Organisation C	57.1%	28.6%	14.3%
Organisation D	58.3%	33.3%	8.3%
Organisation E	71.4%	11.9%	16.7%
Organisation F	44.7%	42.6%	12.8%

N=376

4. Interview results

This section presents results of interviews with human resource managers, CEOs, union officials and other organisation stakeholders.

Responsibility

Question 1 - Do you think employers have a responsibility to assist workers in managing the combination of paid employment and family life?

Five out of six human resource managers stated that employers did have a responsibility to help employees balance their work and family responsibilities. Three human resource managers suggested that the culture of the organisation determined to some degree the level of responsibility. Three commented that sometimes their organisations helped employees balance work and family responsibility on an individual basis. For example, if they wanted to retain a specific employee they would assist the employee in any way they could.

The human resource manager at Organisation E argued: “If we don’t assist in some way, we are therefore losing all that expertise ... the cost of recruiting and

training somebody else is probably higher than what you would pay to keep someone.” The human resource manager at Organisation B stated that employers “probably do not” have a responsibility to assist employees to manage the combination of paid employment and family life. He suggested that it was important to employers that its employees were flexible: “Generally we are relatively tough on people in terms of saying you agreed to work these hours, so therefore we can’t change that” (Human resource manager, Organisation B, personal communication, 10 August, 1998).

Defining family

Question 2 – Does your organisation have a way of defining ‘family’?

Three human resource managers explained that the organisation’s definition of ‘family’ was contained in the employment agreement or collective contract. In a sense they assumed a legal definition of family. However, five human resource managers stated that the organisation took a broad rather than narrow view of the term ‘family’, and four of the human resource managers also mentioned a discretionary element attached to the definition of family. For example, “If it is someone close or that person has been dependent on them then we will associate them as part of it [family]” (Human resource manager, Organisation C, personal communication, 23 July, 1998).

Organisation initiatives

Question 3 – What initiatives, if any, has your organisation got in place to help employees cope with the competing demands of family and workplace?

The main initiatives mentioned by the human resource managers of each of the six organisations are outlined Table 6.13. Also included are employees’ responses to Question 7 which asked them to state which initiatives were available in their organisation. The initiatives included in Table 6.13 are the four most commonly cited by employees.

Table 6.13
Organisation initiatives

Organisation:	Initiatives provided – responses from human re- source managers	Initiatives provided – responses from employees
Organisation A	Flexible hours Part-time work Flexible/parental leave Childcare centre EAP	Part-time work Flexible hours Flexible/parental leave Job sharing
Organisation B	Job sharing Holiday programme Flexible/parental leave	Holiday programme Flexible/parental leave Flexible hours Part-time work
Organisation C	Flexible hours Part-time work Flexible/parental leave Compressed weeks	Flexible/parental leave Part-time work Flexible hours Job sharing
Organisation D	Flexible hours Compressed hours Flexible/parental leave EAP	EAP Flexible /parental leave Flexible hours Part-time work
Organisation E	Flexible hours Part-time work Parental leave Appropriate meeting times	Flexible hours Flexible/parental leave Part-time work Telework/work from home
Organisation F	Flexible hours Job sharing Part-time work Telework Flexible/ parental leave	Flexible hours Flexible/parental leave Part-time work Telework/work from home

It is interesting to note responses from the two groups to the same question were not always identical. Although there was a lot of commonality, there were a number of differences. In Organisation A, the human resource manager listed EAP as an initiative offered by the organisation, though no employees mentioned this initiative. The human resource manager in Organisation A also cited the childcare centre, yet only 42 out of the 140 respondents in this organisation mentioned this initiative. The employees in Organisation A referred to job sharing as

an initiative available to them, yet the human resource manager said this initiative was not widely available.

In Organisation B, the human resource manager said job sharing was an initiative, although he admitted that he personally did not like job sharing because of the administration involved. In Organisation B, only three employees included job sharing as an initiative offered to them.

In Organisation C, compressed weeks, an initiative for which the organisation is applauded in some New Zealand work and family literature (e.g., Families at Work & Top Drawer Consultants, 1995), was only cited by one employee. However, this may have been due to respondents not understanding the question, or not understanding the terminology used in the questionnaire. Also in Organisation C, employees mentioned job sharing as an initiative provided by the employers, yet the human resource managers said that this initiative was provided only where practical and was not widespread.

In Organisation D, the human resource manager listed compressed hours, but only seven out of a possible 100 employees mentioned this initiative. Part-time work was referred to by the employees but not by the human resource manager.

In Organisation E, appropriate meeting times were cited only by the human resource manager. Teleworking and working from home appeared in 29 percent of employees' responses, but was only briefly referred to by the human resource manager.

In Organisation F, the human resource manager mentioned job sharing, yet only five out of 48 employees cited this initiative. As noted above, a few initiatives were referred to by one group and not the other, but overall human resource managers and employees gave many similar responses.

Importance of initiatives

Question 4 – Of the initiatives available to your employees, which are the most important to them?

Table 6.14 outlines the responses that each organisation gave regarding the initiatives that human resource managers deemed most important to their employees. The table includes employees’ ratings of the two most important initiatives, based on their responses to Question 12.

Table 6.14

Most importance initiatives

Organisation	Human resource managers	Employees
Organisation A	EAP, flexible leave	Flexible hours, flexible leave
Organisation B	Flexible hours, part-time work	Flexible hours, job sharing and flexible leave (2 nd equal)
Organisation C	Flexibility	Flexible leave, job sharing
Organisation D	Flexible hours, EAP	Flexible hours, flexible leave
Organisation E	Flexible hours	Flexible hours, flexible leave
Organisation F	Flexibility	Flexible hours, work from home and flexible leave (2 nd equal)

Flexibility in the form of flexible leave and flexible hours were the most highly ranked initiatives. As Table 6.14 demonstrates, both human resource managers and employees viewed flexibility as important in helping balance work and family responsibilities.

Consultation process

Question 5 – Prior to the introduction of the initiatives, were staff consulted about which initiatives they preferred? How was this consultation process carried out?

Organisation A’s human resource manager replied that consultation did take place, but he was unaware of how the consultation process had been carried out.

The human resource manager of Organisation B stated that employees had been surveyed about childcare and the holiday programme. In Organisation C, the human resource manager said “Yes, employees were consulted in a roundabout way, management initiated [the family friendly initiatives] to help recruit and retain staff and team briefings were undertaken to find out about employee needs.” The human resource manager in Organisation D replied that the organisation operated a staff committee whose members consulted staff and ask for their feedback on a regular basis. Organisation E’s human resource manager explained that consultation was tied up with the employment contract and the union. In Organisation F, the human resource manager noted, “When we first took over the HR role ... we had to find out what were the issues concerning staff ... there was consultation at that stage and since then the only consultation we have is with individuals.”

As outlined in the questionnaire results, the majority of employees did not know about the consultation process, especially the prior consultation process. Of the respondents who were able to rank the degree of consultation, almost 40 percent responded that there was little or no consultation. This suggests that the human resource managers think they are consultative about family friendly workplace initiatives, yet the employees think otherwise.

Dissemination of information

Question 6 – How do your employees find out about the policies and initiatives your organisation offers?

Responses from each of the human resource managers are outlined in Table 6.15.

Table 6.15

Dissemination of information on family friendly initiatives – methods used

Organisation	Method of disseminating information
Organisation A	During orientation, via email, family responsibilities brochure.
Organisation B	Via employment contracts and organisation policies.
Organisation C	Team briefings, communication audits.
Organisation D	During orientation, brochure, staff handbook.
Organisation E	Communication has fallen down in this area.
Organisation F	Newsletters, yearly planning, one-to-one discussion.

It is interesting to note that employees responded differently. Question 9 in the employees’ questionnaire asked respondents how they became aware of the initiatives available to them. The results are outlined below in Table 6.16.

Table 6.16

How employees became aware of initiatives

Organisation	Method of finding out about initiatives
Organisation A	Manager, colleagues.
Organisation B	Colleagues, manager.
Organisation C	Colleagues, manager.
Organisation D	Manager, colleagues.
Organisation E	Manager.
Organisation F	Colleagues.

Although the question put to the employees offered some prompts, including ‘your manager’, ‘a colleague’, ‘at your job interview’, and ‘other (please specify)’ the employees tended not to mention the dissemination methods mentioned by their human resource manager. The two CEOs were also asked how they thought employees found out about the family friendly initiatives available in their organisation. The CEO of Organisation B said that the employees found out during the induction process, however, he noted that some potential employees already knew about the culture and stance of the organisation before applying for a job. The CEO’s reply differs from both the human resource manager’s response (via the employment contract and organisation policies) and the employees’ responses (via colleagues and their manager). The CEO of Organisation A said that employees found out about initiatives the work and family responsibilities brochure, from the Personnel section or from the in-house magazine. Although this response was similar to that given by the human resource manager (during orientation, via email and the work and family responsibilities brochure), it differed from the employees’ responses (manager, colleagues).

Impact of initiatives

Question 7 – How much difference have these policies and initiatives made to your organisation?

The human resource managers were asked about the impact of family friendly initiatives on the organisation with respect to such issues as productivity, staff turnover, absenteeism, and recruitment. Although most managers found it difficult to measure the difference family friendly initiatives had made on the organisation they agreed that positive outcomes resulted from implementing family friendly workplace initiatives.

The human resource manager at Organisation A suggested that “flexible leave gives people a chance to have time out and return refreshed. With the EAP it gives them a chance to express concerns in a confidential manner.” In Organisation B, which has a holiday programme, the human resource manager felt that the

holiday programme “has probably done as much good for us in terms of PR (public relations) as it has for the employees.”

However, Organisation C experienced a more positive impact from the initiatives introduced. As the human resource manager explained, “We measure things like turnover and it’s down, and absenteeism and it’s down; productivity is much the same overall but that’s pretty typical of the industry.” When asked about impact of the initiatives on the section of the organisation that was surveyed, the manager replied “staff turnover there was about 43 percent two years ago, and it’s down to about 13 percent at the moment.” At the same time, he noted that the section was experiencing many issues and the reduction in turnover might not be due entirely to the family friendly initiatives.

Organisation D was keen to gauge the benefits of the EAP initiative and to track it over time. The human resource manager explained that “EAP costs us a significant amount of money. We want to know that it is worthwhile, and so on an annual basis we survey the staff and ask them to tell us the benefits that it has provided and if it has helped at all in their workplace. In nearly all instances they have said it has been a benefit in some way.”

The human resource manager at Organisation E said that the organisation did not measure such things as turnover, absenteeism, and productivity, although it intended to do so. In Organisation F the human resource manager stated that the family friendly initiatives had “actually had quite a significant impact” especially on the return rate of employees who took parental leave. The human resource manager noted that prior to the family friendly initiatives being introduced the organisation lost 95 percent of women who went on parental leave; now most employees who took parental leave returned.

The CEOs were asked what they considered were the benefits of family friendly initiatives both for them and their employees. The CEO of Organisation A sug-

gested that the initiatives prompted greater staff satisfaction and increased retention of staff. The CEO of Organisation B said that offering family friendly initiatives meant the organisation was achieving its objective of creating an environment in which the organisation was able to recruit and select the best people, and then once they were part of the organisation, that they were treated well and developed to their potential.

Motivation to introduce initiatives

Question 8 – What prompted you to adopt these policies and initiatives?

Organisations A and E said that staff requests had provided the motivation to implement family friendly initiatives, whereas Organisations C and F implemented family friendly initiatives explicitly to address the issue of high staff turnover. Organisations B and D wanted to be proactive in the area of work and family and felt that introducing family friendly workplace initiatives would be the “right thing to do” (Human resource manager, Organisation D, personal communication, 22 July 1998). Table 6.17 outlines each organisation’s motivation to adopt family friendly initiatives.

Table 6.17
Managerial motivation to adopt family friendly initiatives

Organisation	What prompted adoption of family friendly initiatives
Organisation A	Top management being proactive, requests from staff, being a ‘good employer’.
Organisation B	Requests from staff, being proactive.
Organisation C	Staff turnover and costs associated with recruitment and training, to increase morale.
Organisation D	The right thing to do.
Organisation E	Requests from staff.
Organisation F	Staff turnover.

The two CEOs were also asked what prompted them to introduce family friendly initiatives. The CEO of Organisation A suggested that the 'good employer' obligations set out in the State Sector Act had prompted the introduction of a more family friendly culture. Organisation B's CEO cited motivations of workforce stability and wanting to create an environment that ensured they could recruit and retain the best people.

Opposition

Question 9 – Has there been any opposition to your policies and initiatives?

Two human resource managers said they had not heard of any opposition to the organisation's family friendly policies and initiatives. One manager credited the absence of no opposition to the consultation which had taken place when the initiatives were introduced. The other three human resource managers stated that some degree of opposition occurred, especially when staff perceived they could be disadvantaged in some way, or felt that other employees might gain advantage from using family friendly initiatives.

The human resource managers seemed to agree that if communication was clear, and employees knew what was going on then there tended to be no major opposition. Organisation E's manager suggested that some opposition might occur when the organisation occasionally negotiated specific initiatives to help individual employees in extenuating circumstances and other employees regarded this as favouritism. Overall, however, most employees realised the importance of family friendly initiatives and accepted them even if they did not utilise them personally.

Union officials were also asked whether they noticed any opposition to the introduction of family friendly initiatives. Of the five officials interviewed, two were unaware of any opposition, one reported some individual backlash, and one said that opposition was absent in the organisation under study, but some opposition had occurred within other organisations serviced by the union. The fifth union

official could not comment on Organisation E, but agreed that “sometimes there is opposition from members within the workplace. This requires an approach of educating people as to why such initiatives are important. In a sense our membership reflects the wide variety of views within society, so at times these policies will not be supported by all.”

Support

Question 10 – Would you be interested in support with introducing more family friendly initiatives and policies into your organisation? If so, what kind of support would you like?

This question was aimed at finding out whether human resource managers perceived they could do more for employees in the area of work and family. Managers were then asked to describe the sort of issues or initiatives they would consider introducing. The human resource manager at Organisation A said the organisation would certainly look at introducing more family friendly workplace initiatives, but he would want to ensure that any further family friendly initiatives targeted current staff. The human resource manager from Organisation B replied “I guess so, yeah”, but he suggested that on a continuum with ‘very family friendly’ at one end, and ‘not family friendly’ at the other, he would “fit somewhere in the middle”, perhaps suggesting that the organisation already has enough family friendly initiatives. The human resource manager at Organisation C replied confidently “We have got it covered, we know what we are doing.” However, he conceded the value of further study on ways the organisation might introduce more family friendly initiatives. In Organisation D, the human resource manager suggested that if they were going to introduce a major family friendly initiative, such as a childcare centre, they would look for an expert to help them, such as the EEO Trust. The human resource manager at Organisation E suggested that in the “lean, mean, government machine” there had to be someone who had the energy to push work and family issues and often these issues got left behind as “other things can become more important.” The human resource manager from Organisation F anticipated a definite need to introduce more family friendly initiatives within the organisation, especially as the internal demo-

graphics showed more staff would take on family responsibilities. He added that the organisation was keen to support staff with responsibilities outside the workplace whether that be family or other non-work responsibilities or activities.

Family friendly rating

Question 11 – How family friendly is your organisation? On a scale from 0 (unfriendly) to 10 (very friendly) where would you place your organisation?

Table 6.18 outlines the human resource managers responses to this question. In brackets are the most commonly indicated (mode) responses that employees gave to the same question, ranking their organisation’s family friendliness on a rating scale, from 1, ‘not at all family friendly’, to 5, ‘very family friendly’. The human resource managers ranked their responses on a scale from 1 to 10, employees on a scale from 1 to 5.

Table 6.18
Family friendly rating

Organisation	Family friendliness rating
Organisation A	7 /10 (3/5)
Organisation B	5 /10 (3/5)
Organisation C	7 /10 (3/5)
Organisation D	7 /10 (3/5)
Organisation E	6 /10 (3/5)
Organisation F	7 /10 (3/5)

The CEOs were also asked to rate their organisation’s family friendliness. One CEO said the organisation was “quite family friendly” and that managers accommodated employee needs. The other CEO said the organisation was constantly evolving, and they were always looking for more ways to support their employees. He felt that the organisation currently did not provide enough, and that organisations should always be seeking more ways to support staff.

The union officials were also asked how family friendly they thought the relevant organisations were. Two of the five union officials replied “good”, two said it varied depending on the manager or area involved, and one didn’t know how family friendly the organisation was.

Who benefits?

Who do you think benefits from family friendly initiatives?

Four human resource managers said everyone benefited from family friendly initiatives; one said that it was a “cultural and awareness thing”; and one manager conceded that some staff benefited more than others.

Family friendly ‘champion’

The CEOs were asked whether there was a champion in their organisation who pushed for further development and implementation of initiatives. The CEO from Organisation A suggested that the EEO Coordinator in conjunction with their manager were in effect family friendly champions within the workplace, and were pushing for initiatives on an ongoing basis. The CEO of Organisation B said that the push for a family friendly workplace lay in the culture of the organisation. He stated that he, as the CEO, believed in a family friendly culture; this belief was infectious and reinforced the family friendly culture.

Role of managers

The CEOs were asked what role managers had in providing information about family friendly initiatives. The CEO from Organisation A suggested that distribution of the ‘Work and family responsibilities’ brochure was one method of disseminating information, Organisation B’s CEO said that the culture of the organisation was important. He explained that managers had a role to play in developing a family friendly culture within the organisation, and disseminating information about initiatives available was part of the push for a family friendly culture.

Union officials

Interviews were also conducted with the officials of the major site unions in those organisations with a union presence. The unions involved were the Public Service Association (PSA), the Service and Food Workers Union (SFWU), the National Distribution Union (NDU), the Association of Staff in Tertiary Education (ASTE) and Tertiary Institutes Allied Staff Association (TIASA).

Union attitude

Question 1 – What is the Union attitude to family friendly workplaces and family friendly initiatives?

All union officials said that the union supported family friendly workplaces. One union official suggested that it was a high priority for the union; another stated that the union had made an effort to push for the introduction of family friendly workplaces.

Union push for family friendly

Question 2 – Has the Union pushed for family friendly initiatives in this workplace?

One official said that the union “does take the issue up in workplaces, sometimes this requires discussion among members first to develop their support” (Union official, personal communication, 24 August 1999). Two union officials mentioned they had instigated initiatives and had had them placed in the employment contract. Another official said that they has pushed nationally for family friendly initiatives, and another said that within the organisation under study, the union had tried to push for family friendly initiatives but the push had “fizzled out”.

Future

The final question for the CEOs focused on their view of the future of family friendly workplaces. The CEO from Organisation A said there was a future for family friendly workplaces as it meant that good staff could be retained. The CEO of Organisation B confirmed that family friendly workplaces were “a logical development, the way of the future.” He suggested that developing and im-

plementing family friendly initiatives was “common sense”, and he felt that family friendly had a big future both within his organisation and overall. The union officials were also asked what they thought the future of family friendly workplaces would be. Most officials were positive about the future of family friendly workplaces: “The [union] still requires a greater attention to this area. There is a tendency to get swamped by the industrial demands of the majority. Increasingly though I would consider such initiatives are going to increase as successful organisations demonstrate the advantages of having such policies.”

Stakeholders

Interviews were also conducted with two organisation stakeholders: the State Services Commission, and the Australian Institute of Family Studies. Information was also received from the EEO Trust, and through discussions with various EEO Trust personnel. They were asked four questions related to their attitude to family friendly workplaces, their level of encouragement, whether there had been any opposition and their views on the future of family friendly workplaces.

The person interviewed at the State Services Commission advised that the answers given would be personal opinion, as there was formal State Services Commission policy with respect to family friendly workplaces. She stated that family friendly workplaces were a sound platform for the development and commitment to EEO within organisations. The Commission encouraged this, although it was tied with a caution “to not abandon other things”. She also suggested that family friendly workplace initiatives helped to define the organisation culture, which then led on to more equity within the organisation. When examining family friendly workplaces, the State Services Commission took a broad view. Rather than focusing on the specific area of family friendly, the Commission tended to include family friendly as part of the overall EEO initiative. For example, the Commission was developing training and a kit on how to review EEO and the organisation culture; family friendly was part of this. The Commission interviewee suggested that there was a future for family friendly workplaces.

The Commission would be monitoring family friendly initiatives within State Sector organisations as part of the overall EEO initiative. She also suggested that organisation culture played a large part in the success of an organisation being family friendly. The State Services Commission has been involved in a number of publications related to family friendly practices including *Celebrating EEO good practice: Case studies from the New Zealand public service* which includes examples of family friendly initiatives, and *Work and family: A guide for managers* which focuses more specifically on family friendly workplaces and family friendly initiatives.

The EEO Trust also regards family friendly workplaces as part of the broader picture of an organisation's development and commitment to EEO. The EEO Trust has developed a work and family file that is sent to all members of the EEO Employers Group or by subscription. The file keeps readers updated on the latest issues in work and family including, research updates, upcoming events and other related work and family related information. The EEO Trust runs and promotes the EEO Trust Work and Family Awards, highlighting those organisations that demonstrate initiative and innovation in work and family. The EEO Trust Work and Family Awards are held annually. The awards culminate in a book which outlines the winners in each category and also includes a summary of each entry and the judges' comments. The EEO Trust also publishes or funds books that inform and help employers to develop and implement work and family initiatives. Publications include *Work and family: ideas for managers and supervisors* prepared by Top Drawer Consultants and *Work and family directions: What New Zealand champions are doing*. The EEO Trust also has a database of information which can be accessed by contacting the EEO Trust. They also provide training in EEO or work and family if requested. The EEO Trust actively encourages the development and implementation of work and family initiatives and believes there is a future for family friendly workplaces in New Zealand. This and other information provided by the EEO Trust was utilised in this research project.

Also interviewed was Ilene Wolcott, senior researcher at the Australian Institute of Family Studies. The Institute is a Commonwealth statutory authority established in 1980 to promote the identification and understanding of factors affecting marital and family stability in Australia (Australian Institute of Family Studies, 1999). Ilene Wolcott pointed out that the Australian Institute of Family Studies encouraged the implementation and development of family friendly workplaces. She has been a judge at a previous EEO Trust Work and Family Awards and whilst in New Zealand presented seminars on research findings from the Australian Institute of Family Studies and findings from her own research in the area of work and family. She has written a number of books in the area of work and family, including *Work and family: Employer's views* and *A matter of give and take: Small business views of work and families*.

The interview with Ilene Wolcott took place when the researcher was in Melbourne, Australia. The researcher had met Wolcott when she was in New Zealand to judge the 1998 EEO Trust Work and Family Awards and to present a paper in Wellington titled *Work-family choices: What is the impact for your workplace?* Based on recent research undertaken by Wolcott, she suggested flexible hours was an important initiative for employees, especially when they had children under 12 years of age and part-time work for women was a preference for women with dependants. She also predicted that the next revolution in the area of work and family will be men leaving high profile jobs to spend more time with family. Wolcott also talked about the impact of technology on home life. She suggested that employees are often contactable wherever they are, as a result of increased use of mobile phones, faxes, email facilities and beepers, and the trend towards having private phone numbers on business cards to enable clients to phone employees at home. Wolcott suggests this can have an impact on employees' private lives, and possibly increase work-home conflict. She also noted the benefits to the organisation by providing family friendly initiatives. Benefits include increased employee loyalty, healthier work environment, greater accep-

tance of organisational change, enhanced recruitment, and increased motivation.

Cross-tabulations were made using data from the employees' questionnaire to examine whether significant differences occurred in the responses of males and females, and employees of different salary and educational levels. For example, level of family responsibility was cross-tabulated with sex of respondent (see Table 6.3), and dependant-care facility use with age of respondent (see Chapter 6, page 167). The cross-tabulations yielding information that adds to the body of knowledge in the area of work and family were included in this thesis.

Comparisons were also made between the responses of different constituent groups who participated in this research. These were undertaken to examine the differences and similarities in the responses given by employees, human resource managers, CEOs and union officials. Some of the responses compared and examined concern the consultation process within the organisations, the awareness and availability of initiatives, the rating of the organisation's family friendliness and views on the organisation culture as related to work and family. The discussion on cross-tabulations and comparison of responses appears in Chapters 7 and 8.

The next chapter discusses the results obtained from the employees' questionnaire and from interviews with the various participants in this research project.

Chapter Seven

Discussion of Results

Introduction

This chapter discusses and interprets the results obtained from the questionnaire for employees and interviews with human resource managers, CEOs, union officials and organisation stakeholders. Many interesting issues emerged from the data collected for this research project, including employee reliance on informal care arrangements for dependants, the importance of flexibility, the issue of consultation, and the benefits of family friendly workplace initiatives.

Caregivers

While a predominance of females (64.1 percent) responded to the employee questionnaire, the number of male respondents (138, or 35.9 percent) reflected an increasing concern with work-family or work-life issues and conflict by men. An Australian survey found that Australian fathers were feeling stressed from attempting to juggle work and family; they wanted to spend more time with their children, but were expected to work longer hours (“Australian dads stressed: survey”, 1999). In a New Zealand study, Gendall and Russell (1995) found that 72 percent (n=1039) of respondents in their survey agreed with the statement ‘Family life often suffers because men concentrate too much on their work’. This situation can be reinforced within organisations when men are not offered family friendly initiatives. As Jones and Causer (1995, p.54) note, “The possibility that men might also wish to make use of such facilities did not appear to have been seriously considered, or even to have occurred to most organizations.” However, this is not always the case, as an example from this research illustrates. When

the partner of a male employee from Organisation E had a baby and was unwell, the employee took parental leave to be at home with his partner and child.

This research project also found that male respondents often indicated a high level of family responsibility. When asked to rank family responsibility, 73 male respondents (56 percent) indicated the highest level of family responsibility, where family responsibilities were primarily regular and ongoing. Of the 226 females who answered this question, 102 (45 percent) rated their family responsibilities at this level. The number of males indicating all levels of family responsibility reinforces the belief that family friendly initiatives should be available to all employees and not primarily women. As Rapoport and Bailyn (1996, p.38) conclude in their report, “the goal of relinking work and family life is ... about shifting to a more equitable society in which ... men and women have equal opportunity to achieve in both spheres.”

Ethnicity

Although a predominant 337 questionnaire respondents indicated their ethnicity as New Zealander (New Zealand European/Pakeha), the remaining 52 respondents were of other ethnicities. Callister (1996) suggests there is an ethnicity and class element to the provision of on-site childcare, stating that “high-income government employees in downtown Wellington” (p.207) were more likely to have access to childcare than the “more lowly paid cleaners, mainly of Pacific Islands ethnicity, who clean the same buildings on evening and night shifts” (p.207). In the current study, the majority of the lower paid workers were in the production-based organisation, Organisation C, which appeared to have a high proportion of ethnically diverse employees. Their factory manager stated that all employees were entitled to utilise the family friendly initiatives available within their section of the organisation. Indeed, 62.6 percent of respondents who answered the question on whether the family friendly initiatives were available equally to all staff rated the organisation as 4 or 5 on the Likert scale, with 1 being ‘not available equally’ and 5 being ‘are available equally’. However, some

respondents suggested that the initiatives were not available equally because “Staff aren’t aware [of initiatives] and management won’t tell them” and “depends on your position.”

In Organisation F, 12 out of 48 respondents indicated their ethnicity as Chinese, Indian, New Zealand Maori, Samoan and Spanish. However, these respondents were ‘high-income government employees in downtown Wellington’ and they had the same access to family friendly initiatives as their New Zealand/European colleagues. Although there may be instances where class or ethnicity affects the provision of family friendly workplace initiatives, this did not appear to be the case in the organisations surveyed. Tudhope (1994) also gathered data on respondent ethnicity, and as in the current study, the majority of respondents classified themselves as New Zealand Europeans. Tudhope did not mention specific instances where ethnicity affected the provision of family friendly initiatives. However, she did underscore the rise of biculturalism in New Zealand as an “impetus for placing family concerns on the human resource management agenda” (Pringle & Tudhope, 1996, p.77). The EEO Trust, which looks at the broader issue of equity, suggests “diversity adds value” (EEO Trust, 1998, p.4) and that valuing diversity means terms and conditions must meet the needs of all groups. In the work and family sense, this may mean consideration of whanau or family, tangihanga or bereavement leave, and the importance of whanau support.

In Organisation C, the researcher distributed the questionnaires to each potential respondent to try to increase the participation rate. Whilst doing this, she noticed the diverse range of ethnicities, which was then mentioned to the human resource manager. The manager agreed a real “league of nations” of 33 nationalities was represented within the organisation. However, only six non-Europeans from Organisation C participated in the survey. The “league of nations” in Organisation C who responded to the questionnaire consisted of one Chinese, one Spanish, one Ethiopian, one Sri Lankan and two New Zealand Maori.

Age

Three of the six human resource managers interviewed knew the average age of their employees. In Organisation A the average age was 47 years, in Organisation E it was 37 years and in Organisation F it was 27 years of age. The modal age group of respondents for these three organisations confirms this: the mode was 41-50 years for Organisation A, 31-40 years for Organisation E, and 21-30 years for Organisation F. Age of employees is an important factor in determining which family friendly workplace initiatives are relevant to the organisation and its workforce. If the average age of employees is 47, as in Organisation A, there may be a need to focus on dependant-care options such as eldercare and care for older children, retirement options such as retirement planning seminars, and less emphasis on childcare and related initiatives. If the average age of employees is 27, initiatives such as parental leave, childcare for younger children and after-school care are more likely to be needed and utilised. Organisations may need to adopt a life-cycle approach to work-family issues as suggested by Friedman and Galinsky (1992). This approach means an acknowledgement that “all employees at some point in their lives will experience a tension between work and family life that can be eased by a more sensitive work environment” (Friedman & Galinsky, 1992, p.196). The life-cycle approach would emphasise parental leave, childcare and flexibility for employees with young families, flexibility and after-school care for employees with older children, and flexibility and eldercare when employees have elderly dependants.

The issue of age also links into the respondents' perceived future level of family responsibility. Employees were asked to assess whether they thought their family responsibilities would 'remain much the same', 'increase' or 'decrease' within the next five years. While 213 respondents felt their responsibilities would remain much the same, 109 respondents thought their family responsibilities would increase, and 54 respondents thought their responsibilities would decrease. In Organisation F (average age 27 years) there were 21 respondents who indicated their family responsibilities would remain much the same and almost

the same number (20 respondents) who thought their family responsibilities would increase. This result may link into the trend of delayed child bearing (Davidson, 1993), with the average age of first time mothers being the late 20s. Later child bearing coupled with the average employee being in their late 20s may explain why many respondents in Organisation F thought their family responsibilities would increase. Knowledge of this information can prove helpful within organisations and can help assist managers to plan family friendly workplace initiatives and strategies to meet the needs of employees in a proactive manner.

Dependant care

Lack of available childcare or eldercare has been postulated as a constraint for many people who wish to enter or remain in the workforce (Friedman, 1986; Shilton, 1993; Tudhope, 1994). In response to this, some organisations have developed dependant-care options, such as the on-site childcare facility established by the Waitakere City Council in Henderson (Families at Work & Top Drawer Consultants, 1995), and eldercare or childcare referral services. However, with the wider availability and acceptance of flexibility, the informal care of children and the elderly has increased. In the current research project, informal care arrangements, such as relatives as carers, came out strongly as the most utilised means of care for dependants. This finding is similar to the results of a recent national survey on childcare that was run as a supplement to the household labour force survey, between June and September 1998 (Department of Labour & National Advisory Council on the Employment of Women, 1999). The survey found that unpaid family help was the most common type of informal childcare. Unpaid family care was also the most common arrangement for school-aged children. An estimated 9 percent of all children aged under-14 were cared for by unpaid family (excluding their parents) during the school term.

The incidence of relatives and friends as carers out-numbered use of a childcare centre by almost 3-1 among respondents in this research, as outlined in Table 7.1.

This result indicates many organisations may need to re-examine the issue of childcare provision and related initiatives to ensure their initiatives are still meeting the needs of employees.

Table 7.1
Formal and informal childcare used

Childcare used	n
Childcare centre (formal)	33
Relatives and others as carers (informal)	82

N=184

Other informal dependant-care options include husband or wife or partner, elderly relative at home, or an older child who looks after a younger child. The human resource manager of Organisation B mentioned two employees, a husband and wife who worked opposing shifts to ensure one parent was at home to care for their children. The impact of ‘sandwich generation’ employees (workers with dependent children and dependent parents) may necessitate further changes in formalised care. There may be a greater reliance on informal care arrangements as appears to be the case currently, or there may be an increase in the use of formal dependant-care arrangements, such as the use of childcare and eldercare facilities.

Consultation process

Young (1993), the State Services Commission (1994), and Top Drawer Consultants and Families at Work (1996) all state that when an organisation is developing and implementing family friendly workplace initiatives it is important that the initiatives meet the needs of the employees. Consultation between managers and employees plays an important role in ensuring the initiatives cater adequately to employees. Consultation prior to the implementation of family friendly initiatives and on-going consultation are vital to ensure that initiatives continually meet the needs of the diverse and changing workforce (State Services Commis-

sion, 1994; Top Drawer Consultants & Families at Work, 1996). In the six organisations surveyed, human resource managers obviously assumed a consultation process was in place within the organisation and that employees knew about this process and had input into it. For example, the human resource manager in Organisation B said that employees had been surveyed about the initiatives the organisation intended to introduce; the human resource manager in Organisation D said that the organisation operated a staff committee whose members consulted staff on a regular basis. However, this view was not reflected in the responses from employees who tended to think there was little or no consultation both prior to the development and implementation of family friendly initiatives and during the ongoing consultation process. A total of 223 employees indicated that they were unaware of the prior consultation process; 176 employees replied that they were unaware of the ongoing consultation process. A further 31 employees reported there was no prior consultation process within their organisation and 46 employees indicated there was no ongoing consultation process (see Figures 6.4 and 6.5). The issue of consultation is also discussed in Chapter 8.

Awareness and availability of initiatives

Participants of the employee questionnaire responded that they found out about the family friendly initiatives offered to them primarily from their manager or from colleagues. Colleagues were also seen as a source of information in the research undertaken by Tudhope (1994). The human resource managers, when asked how employees found out about family friendly initiatives, suggested that such information was disseminated during the employee orientation process, or in written policies, staff handbooks, company newsletters or similar. They did not mention managers or colleagues as potential sources of information on family friendly initiatives. The human resource manager from Organisation E conceded that communication had fallen down within the organisation and agreed that it was an area that the organisation needed to investigate.

Top Drawer Consultants and Families at Work (1996) outline implementation issues for large organisations and suggest that particular concerns for large organisations are “communicating policies to all staff, consistent application of policies, and equitably spreading resources and opportunities among staff, especially when at more than one location” (p.43). The issues of communicating policies or practices to staff and, to a lesser extent, the consistent application of policies have also emerged as issues in this research. Top Drawer Consultants and Families at Work (1996) suggest that large organisations can demonstrate their commitment to work and family by having a single centre that provides advice and help to other parts of the organisation.

Management training also has a role to play in ensuring the communication of family friendly initiatives to employees and consistent application of those initiatives. The Ministry of Commerce provides training on work and family issues for all employees who manage staff. “The workshops were successful in raising managers’ awareness of wider dependant-care issues and their role in assisting staff balance work and family responsibilities” (Families at Work & Top Drawer Consultants, 1995, p.27). Providing managers with training in work and family issues so they could assist their staff balance work and family responsibilities was an issue highlighted by some respondents. One respondent commented “train managers to be family friendly” when asked to indicate whether the employers could do anything to ease potential work and family conflicts.

With regard to the issue of consistent application of family friendly workplace initiatives, the majority of employees felt that family friendly initiatives were offered equally to all staff, though some respondents felt otherwise. A total of 68 respondents (17 percent) said it depended on your position within the organisation or the area you worked in as to whether you were offered family friendly initiatives. Other respondents suggested that some positions were not suitable for family friendly initiatives; six respondents said the initiatives favoured women and were therefore not inclusive; and three respondents said that they needed to

work the same times as other team members and so could not utilise the initiatives on offer. One human resource manager conceded that the family friendly initiatives were not always applied consistently throughout the organisation. “An employee left citing family and childcare difficulties. I thought that was quite a clear signal that even though we had these things [family friendly initiatives] in place we weren’t applying them consistently” (Human resource manager, Organisation E, personal communication, June 26, 1998).

Discretion

The human resource managers interviewed stated that there was a level of discretion with regard to the availability of family friendly workplace initiatives. Often a set number of initiatives were available to all employees, and these might be outlined in a brochure or in a policy for all employees to read and have access to. Another level of availability of family friendly initiatives existed, where the individual employee spoke with the manager about adapting one or a number of family friendly initiatives to suit the employee’s needs. This element of discretion in the availability and utilisation of family friendly workplace initiatives was an issue that human resource managers alluded to. In one example, “we have special leave, it’s a discretionary thing, if they [employees] have something in particular that is happening for example, we’ve had people take special leave because they have represented Nelson in sport, or something like that, we have paid for them to attend to that. Also, we had an example a couple of years ago where a woman, her sister died in a car accident in Tauranga and her three children survived and there were no relatives there so she took an extended period of time off to go and get the kids and bring them back here. We were quite generous” (Human resource manager, Organisation B, personal communication, August 10, 1998).

The Ministry of Cultural Affairs, whose role is to advise government on cultural matters, also considers the needs of individual staff members when developing flexible working arrangements. This is done in conjunction with the staff mem-

ber's manager (Top Drawer Consultants, 1996). In the literature, the issue of discretion tends to be primarily anecdotal. However, Tudhope (1994) provides an example from one of the organisations she surveyed, where supervisory discretion in the offering of family friendly initiatives meant the policies were being used selectively. She felt this was cause for concern and suggested the situation could be alleviated by the dissemination of information on family friendly initiatives and "education of those who hold such discretion" (p.135). The issue of discretion interfaces with the issue of differential access and consistency of application of family friendly initiatives. In her study of three New Zealand companies, Tudhope (1994) found access was differentiated by position. She felt such differential access should be questioned. So, although discretion in the provision of family friendly initiatives may help an individual to balance work and family responsibilities, inconsistency in application may elicit opposition from colleagues.

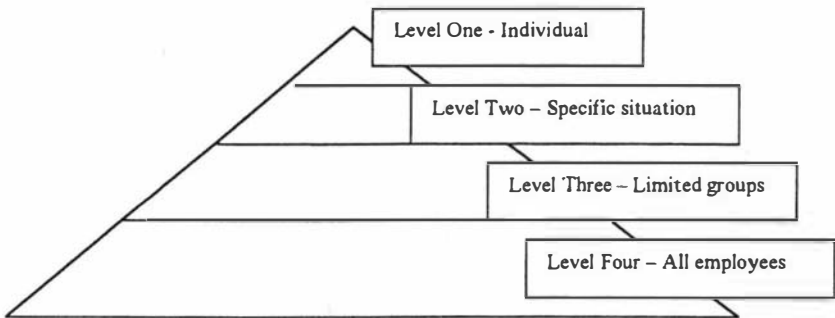
Discussions with managers from nonparticipating organisations also suggested that there was a degree of discretion in the offering of family friendly workplace initiatives and that managers were adapting initiatives to specific employees or specific situations. For example, a key employee who intends taking parental leave may enter into discussions with their manager to ensure that they are supported in their efforts to balance their work and family responsibilities and thus remain with the organisation. They may decide to work part time after the birth of their child, or work from home for a period of time, or a combination of both. Another example of the organisation catering for a specific situation may occur when the organisation is restructuring and employees may have greater access to EAP or have greater flexibility built into their job to allow them time to go to job interviews or to attend training on how to write a curriculum vitae.

Figure 7.1 shows the different levels of availability of family friendly workplace initiatives. The diagram was developed by the researcher based on data gathered from this research project and anecdotal evidence from her work in the area of

EEO. Level Four at the base of the availability pyramid features the family friendly initiatives available to all employees and includes those initiatives most commonly sought by employees such as flexibility, leave, EAP, and possibly childcare options. The family friendly options or initiatives at Level Three are not available to all staff within the organisation. This situation may be due to the type of organisation. For example, in a production organisation compressed weeks may be offered to the production staff, as in Organisation C, but not made available to all office staff because of a need to staff the reception area from 9.00am – 5.00pm each day. Or there may be a situation where office employees are able to have greater flexibility than production employees.

At Level Two, family friendly initiatives are offered only during specific situations. In Organisation A, which underwent restructuring in early 1999, employees facing redundancy used such initiatives as flexible hours, flexible leave, EAP, and childcare to give them the help and flexibility needed to look for another job, go for job interviews, and attend counselling. At Level One the family friendly initiatives are specific to an individual, such as the example above from Organisation B where discretion was used to give an employee leave to sort out a family matter. Specific initiatives might also be used for an employee surrounding the birth or adoption of a child where parental leave, and flexibility in returning to full-time work are worked through with the individual employee to ensure the needs of both the employee and the organisation are met.

Figure 7.1
Levels of availability



Initiatives provided by the organisation

Flexible hours, parental leave, flexible leave and part-time work were the most commonly offered family friendly initiatives in the six organisations in the research project. Ayree et al. (1998), Dutton (1998), McKeen and Burke (1992) Rodgers (1992), and Solomon (1994) suggest that flexibility is the family friendly initiative most often requested by employees to help them better balance their work and family responsibilities. This inference is also reflected in the findings of this research. Rodgers (1992) notes that flexibility is a major enabler for parents, allowing them to successfully participate in the workforce. Flexibility options such as flexible hours, flexible leave, and flexible place help employees gain control over how they manage their work and family responsibilities. Flexibility options are also one of the key factors in moving towards “employee friendly” workplaces (Dutton, 1998). Respondents also mentioned flexibility when asked to comment on whether their employer could do anything to help them ease their work-home conflict. Also, when respondents were asked to comment on balancing work and family responsibilities, flexibility was mentioned as being helpful.

Importance of initiatives

The most important initiative to respondents was flexible hours, followed by flexible leave. Respondents also rated parental leave, teleworking/work from home, part-time work and job sharing as important. The importance placed on flexible hours and on flexibility in general was also recognised by the human resource managers and confirms what is noted in the work and family literature (Ayree et al., 1998; Dutton, 1998; McKeen & Burke, 1992; Rodgers, 1992; and Solomon, 1994). When respondents from all six organisations were asked to indicate which family friendly initiatives their organisation provided, the most ticked initiatives overall were flexible hours, parental leave, flexible leave and part-time work, suggesting that, in most part, what respondents value most highly equates to what the organisation offers, as can be seen from the following table (Table 7.2).

Table 7.2
Importance of initiatives

Level of im- portance	Highly ranked ini- tiatives	What organisations offer	Level of offer- ing
Highest	Flexible hours	Flexible hours	Most common
2	Flexible leave	Parental leave	
3	Telework/work from home	Flexible leave	
4	Parental leave	Part-time work	
Lower	Part-time work	Job share	Less common

However, when the results were disaggregated to responses from employees in each organisation, a different story emerged. The initiatives offered by some organisations were not the same as the initiatives deemed highly important by their employees. Table 7.3 shows the two initiatives that employees within each organisation indicated were the most important to them. Also in Table 7.3 are the two most commonly cited initiatives available within each organisation.

Table 7.3
Top two initiatives

Organisation	Two highest ranked initiatives	What the organisation offers
Organisation A	Flexible hours, flexible leave.	Part-time work, flexible hours.
Organisation B	Flexible hours, job share and flexible leave.	School holiday programme, parental leave.
Organisation C	Flexible leave, job share.	Part-time work, parental leave
Organisation D	Flexible hours, flexible leave.	EAP, flexible leave.
Organisation E	Flexible hours, flexible leave.	Flexible hours, flexible leave.
Organisation F	Flexible hours, flexible leave and work from home.	Flexible hours, parental leave.

Employees in Organisation A rated flexible hours and flexible leave as most important, whereas part-time work and flexible hours were the two most commonly cited initiatives available. Employees in Organisation B rated flexible hours as the most important initiative, followed by job share and flexible leave which were second equal, whereas the school holiday programme and parental leave were the two most commonly cited initiatives available. In Organisation B the school holiday programme was a well publicised initiative both within and outside the organisation which may explain why it was the most commonly cited initiative. Employees in Organisation C rated flexible leave and job share as the most important initiatives, whereas part-time work and parental leave were the two most commonly cited initiatives available.

Employees in Organisation D rated flexible hours and flexible leave as most important, whereas EAP and flexible leave were the two most commonly cited initiatives available. Organisation D had recently developed an EAP programme and there was good knowledge of it, however it was not ranked as important by employees in the study. Employees in Organisation E rated flexible hours and flexible leave as the two most important initiatives. Flexible hours and flexible leave were also the two most commonly cited initiatives available. Employees in

Organisation F rated flexible hours as the most important initiative, followed by flexible leave and work from home, which were second equal. Flexible hours and parental leave were the two initiatives most commonly cited by employees. Parental leave was ranked as fourth in importance by employees.

Helpful initiatives

Overall, respondents felt that the family friendly initiatives available within their organisation helped them to balance their work and family responsibilities. Respondent comments about helpfulness included: “[family friendly initiatives] help you to give your best to both areas” and “helpful, always able to cope with emergencies and unexpected events.” Again answers to this question highlighted the fact that some employees knew nothing or very little about the family friendly initiatives offered by their organisation.

Other comments from respondents mentioned the workload issue, stating that their workload was too heavy for them to utilise the initiatives available, or that they only used the initiatives “when workload permits”, contributing to work and family conflict. Three respondents said that the opportunity was there to use the family friendly initiatives, but they felt guilty when they utilised them, for example, “sometimes I feel unwell, need to take leave, but means my job is done by my co-worker – I feel guilty so don’t like to burden her. Employer unwilling to have 1 or 2 people on hand to fill in if we are sick. If we are both off sick no one does the work and we get to do double when we get back. Can only take leave during holiday breaks.”

Thirteen respondents specifically commented that the organisation was supportive and helped them to balance their work and family responsibilities, for example, “a little flexibility gives a lot of space – very supportive” and “very high pressure job. Given this, the organisation does what it can to ensure a balance

exists.” A few of these respondents mentioned organisation support in an emergency, for which they were very grateful.

The majority of the literature of work and family examines the benefits to the organisation of offering family friendly initiatives, rather than the benefits or helpfulness of the initiatives to employees. Stated organisational benefits such as reduced absenteeism, increased employee morale, motivation and commitment might suggest that these occur because employees are better able to balance their work and family commitments. However, more explicit research in this area founded on empirical evidence rather than anecdotal evidence is needed.

Trust

Questionnaire respondents mentioned the issue of trust. For example, one respondent commented “be flexible and trust me” when asked to state if there was anything their employer could do to ease their work-family conflict. Trust is a two-way issue: the manager needs to be assured that the employee will not abuse family friendly initiatives, such as flexibility; the employee needs to be assured that they will not be treated differently or disadvantaged if they accept the offer of family friendly initiatives. Conversely, employees who do not require or use flexibility options or other family friendly initiatives also need to know that they will not be disadvantaged.

As mentioned in the discussion on development of a family friendly workplace (Chapter 3, Figure 3.1), trust is imperative if the organisation wants to move on to a higher level or stage of family friendliness. Management buzzwords of the 1990s such as ‘empowerment’ and ‘family friendly’ describe efforts to incorporate employees’ work and personal lives, suggests Dutton (1998). She outlines work policies established in U.S. organisations such as Koch, Saturn and ENTACT where employees “have the freedom to test their ideas and the support needed to more fully integrate their work and personal lives” (p.54). Dutton goes on to suggest that by giving employees greater autonomy and encouraging an entrepreneurial spirit organisations can build a more loyal and dynamic

workforce. She quotes J. Barry Mason of the University of Alabama: “Prove you trust your employees, and it’s almost limitless what you can do” (p.54).

Barriers

Although respondents acknowledged the family friendly initiatives offered within the organisation, some 22 respondents said they did not use the initiatives because of specific barriers. For example, the nature of their job excluded them from using the initiatives; they did not know about the initiatives available to them; or they worked in a team environment and other team members complained if they utilised the family friendly initiatives. Some respondents also perceived that “other people” benefited from family friendly initiatives, for example, “those in the office”. The human resource managers also acknowledged that some employees within the organisation benefited more than others. It is worth noting that the barriers highlighted by the respondents in this research project tended to differ from the barriers highlighted in the literature. The issues of ‘face time’ (Mason, 1992; Rodgers, 1992; Solomon, 1994), the masculine work ethic (Coser, 1974; Perlow, 1998; Pringle & Tudhope, 1996), the notion that organisations should not involve themselves in the private lives of their employees (Adams, 1993; Wolcott, 1991), and the issue of cost (Wolcott, 1991) are often cited in the literature as barriers or challenges to family friendly workplaces.

The differences between the barriers identified in this research and the barriers identified in the literature may be explained by the fact that the literature was based on research primarily focused on managers’ perceptions of family friendly workplaces, whereas this study also focused on employees’ perceptions of family friendly workplaces. Also, the literature tended to address broader, more organisationally related barriers, such as the issue of cost to the organisation of providing family friendly workplace initiatives. This project emphasised the barriers associated with respondents’ area of work, their manager, their job or position within the organisation; it stressed the lack of communication about initiatives;

and it focused on the structure of the organisation, specifically the team structure in one of the organisations.

Family friendly rating

On a 5-point Likert scale, respondents were asked to rate their organisation's family friendliness with 1 being 'not at all family friendly' and 5 being "very family friendly". Although overall respondents rated their organisations moderately to very highly family friendly, when the results were examined by organisation, some organisations rated higher than others. Out of the six organisations, Organisation F, a service organisation based in Wellington, had the highest percentage (48.9 percent) of respondents ranking it as highly family friendly (four or five on the scale), whereas Organisation E, also a service organisation and also based in Wellington, had the second highest percentage of respondents (22.0 percent) ranking it as not family friendly (one or two on the scale). This result was not predicted, as it was thought that service organisations would rank higher in family friendliness than production organisations, in part due to the fact that flexibility is often harder to achieve when employees work on a production line. However, the human resource manager of Organisation E recognised that the organisation could do more work on dissemination of information to employees about family friendly initiatives. Further discussion of perceptions of individual organisations family friendliness is included in the section discussing organisation culture beginning on page 228 of this chapter.

When the researcher interviewed the human resource managers and the CEOs about their organisation's family friendliness, most perceived their organisations to be quite family friendly. Yet they also recognised that the organisation could always do more in the area of work and family. The human resource manager of Organisation C said "I will be interested to see the results of your survey to see what the staff think about it [the organisation's family friendliness]" (Human resource manager, Organisation C, personal communication, July 23, 1998). No previous research aligns the family friendliness rating of an organisation by the

human resource manager, CEO, employees, and stakeholders, so the findings from this research will prove valuable, as the human resource manager for Organisation C suggests.

Responsibility

The question of who should take responsibility for the development, implementation and maintenance of family friendly initiatives is part of an on-going debate (Callister, 1996; Mason, 1993; Milliken et al., 1990; Wolcott, 1991). In this research project human resource managers were asked whether they thought organisations should be responsible for assisting employees in managing their work and family responsibilities. Five out of the six human resource managers felt employers did have a responsibility to help employees balance their work and family responsibilities.

Human resource managers felt that providing family friendly workplace initiatives could produce a win-win situation. Employees received help in managing or balancing their work and family responsibilities and, in return, the organisation received higher staff retention, lower turnover, lower absenteeism and other benefits which in turn impacted profitability. For example, the human resource manager of Organisation E suggested “If you don’t help people you are going to end up losing both the expertise and the money it costs to recruit and train. We just had a vacancy for a training specialist and it cost \$7,500 all up to do that advertising.” Another human resource manager viewed the issue of responsibility as “a facilitation process rather than [the organisation] being actively involved in the issue of responsibility” (Human resource manager, Organisation C, personal communication, July 23, 1998).

The manager of Organisation D linked the issue of responsibility to the organisation culture: “I do feel there is a responsibility, to what degree is obviously based on the culture of the company and for us we like to look at our initiatives or practices on a regular basis” (Human resource manager, Organisation D, personal

communication, July 22, 1998). The human resource manager who did not think employers were responsible for assisting workers to manage the combination of paid employment and family life conceded that it was a difficult question but felt that it was important to the employer that employees were flexible. However, he went on to say “we are lucky in that we’ve got a range of hours and activities where people can actually transfer onto a different line or even a vessel or something like that if they need to substantially change their hours” (Human resource manager, Organisation B, personal communication, August 10, 1998). Basically, he suggested that employees carry the responsibility to combine work and family within the framework set up within the organisation, and in this case there were hours, activities, lines and vessels to which employees could transfer to solve their own work-family conflicts, so the responsibility lay with the employee rather than the employer.

Organisational benefits

The literature outlines several potential benefits that can accrue when an organisation offers family friendly initiatives. Benefits include enhanced staff recruitment and retention (Callister, 1996; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Wolcott, 1991), reduced turnover (Johnson, 1995; Top Drawer Consultants & Families at Work, 1996), an increased return rate following parental leave (Top Drawer Consultants, 1996a), reduced absenteeism (Gunderson et al., 1995; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Wolcott, 1991), increased productivity (Callister, 1996; Gunderson et al., 1995; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Tudhope, 1994), increased employee morale (Gunderson et al., 1995; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Wolcott, 1991), and improved public relations (Top Drawer Consultants & Families at Work, 1996).

Human resource managers who participated in the research project reported several benefits from having family friendly workplace initiatives in their organisa-

tions. In Organisation A the human resource manager suggested that by having family friendly workplace initiatives employees were able to take time out and return refreshed. The human resource manager of Organisation B, which implemented a school holiday programme, said that although the school holiday programme hadn't really helped in terms of lowering absenteeism or increasing productivity, it had provided benefits for the organisation in terms of public relations. In Organisation C, both turnover and absenteeism were measured, and the human resource manager stated that both turnover and absenteeism were down as a consequence of implementing family friendly workplace initiatives. He noted that productivity was about the same, but suggested that this was probably due to the fact that any time employees were away from their machines they were losing bonuses, therefore employees were probably working at their peak to attain their bonus, and the implementation of family friendly initiatives would not have any effect on this area.

The human resource manager from Organisation D said that it was difficult to measure the effects of implementing family friendly initiatives. However, she said that the organisation did survey staff and they said the family friendly initiatives benefited them. She also felt that the family friendly initiatives were beneficial in terms of company image. She said the company was labelled a 'family friendly workplace', this showed it was a supportive company and it had a flow-on effect in building a positive company image. This image resulted in the company being seen as a desirable place to work, so there were also flow-on effects to recruitment. The human resource manager of Organisation E stated that absenteeism, productivity and so on were not measured in their organisation, however, she also felt that being a family friendly workplace was good for the company's image. The human resource manager of Organisation F said the family friendly workplace initiatives had made a big difference in retention rates, not only of mothers returning after parental leave but also with employees who took other leave options. The human resource manager of Organisation F alluded to an example of an employee who took time off to undertake missionary work.

Organisation F worked in with this employee to ensure he was able to complete his missionary work while the organisation was able to retain him as a staff member.

The CEOs who were interviewed confirmed the positive benefits that can accrue from implementing family friendly workplace initiatives. The CEO of Organisation A suggested that staff retention and greater staff satisfaction resulted from family friendly initiatives. The CEO of Organisation B said that the organisation was able to recruit and retain staff because of the family friendly initiatives the organisation offered.

Managerial motivation

Organisations have many different reasons for wanting to implement family friendly workplace initiatives. Top Drawer Consultants and Families at Work (1996) suggest motives are tied to three areas – external, internal and personal issues. Examples of external issues that may motivate an organisation to adopt family friendly initiatives include the increasing number of women workers, to improve public relations, or to keep up with competitors. Internal issues include the need to retain staff, as a means to increase productivity or to address absenteeism issues. Personal issues include individual circumstances, such as a situation where “a manager is about to lose a key staff member because of that person’s family responsibilities” (Top Drawer Consultants & Families at Work, 1996, p.11).

In this research project the human resource managers and the CEOs were asked what motivated or prompted them to adopt family friendly workplace policies and initiatives within their organisations. A combination of three factors emerged which played a role in the decision to develop a family friendly workplace. The first motivator was an effort to address an issue (or issues) such as high staff turnover, for example, “we were losing experienced staff we couldn’t afford to lose” (Human resource manager, Organisation F, personal communica-

tion, June 29, 1998); the second was to comply with requests from staff; and the third was to be proactive in the area of work and family and to “do the right thing, if it feels right then why should the workplace situation be any different for myself than it is for another staff member” (Human resource manager, Organisation D, personal communication, July 22, 1998). Table 7.4 outlines the main reasons the organisations adopted family friendly initiatives based on information from the interviews with human resource managers.

When the responses from managers in this research were linked to the three areas identified as motives by the Top Drawer Consultants and Families at Work (1996) research, it was clear that in the current research the ‘internal’ and ‘personal’ areas provided the most motivation for managers. Managers did recognise ‘external’ issues such as improved public relations, when answering other questions in the interviews, however, internal and personal issues were the most important motivators in this instance.

Stages in the development of family friendly workplaces

In Chapter 3, the five stages in the development of family friendly workplaces were discussed and a model of the stages and the major issues and constituents of each stage were outlined in Figure 3.1. The model starts with Pre-stage 1, where organisations have limited work-family programmes available to their employees. Of the six organisations surveyed, none would have been in this Pre-stage 1 category as all six organisations provided some form of family friendly initiatives. Although not all employees who responded to the questionnaire were aware of the initiatives, the majority of respondents were. For example, when asked how they became aware of the initiatives provided by their organisation, 66 out of a possible 390 respondents (17 percent) did not answer the question. Potentially, these respondents were unaware of at least some of the family friendly initiatives available to them.

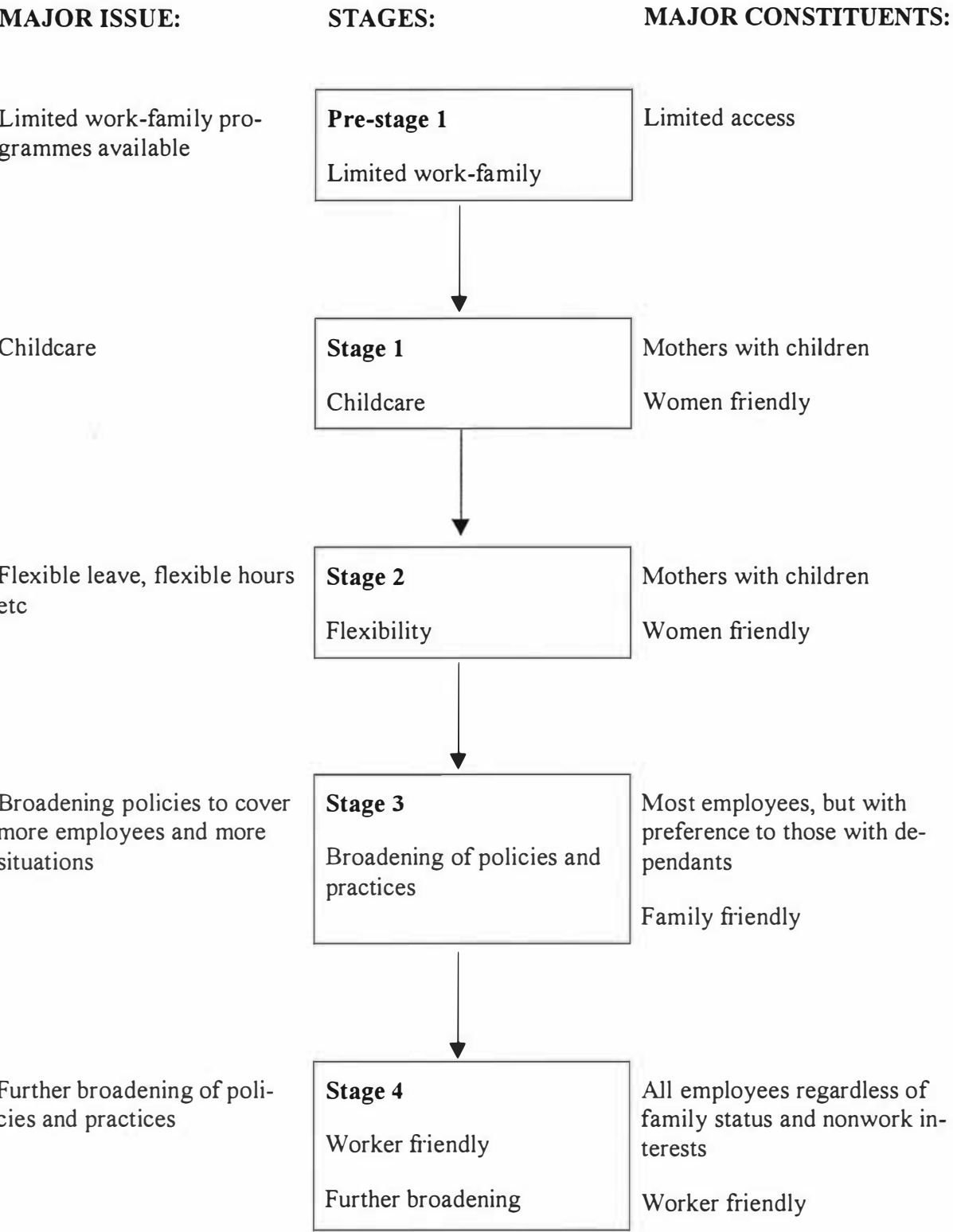
At Stage 1 in the development model the focus is on childcare and mothers, and again the six organisations surveyed were beyond this stage. At Stage 2, the focus is also centred on mothers, but with a broader range of family friendly initiatives available than just childcare. All six organisations were also past this stage in their development. Stage 3 has a much broader focus both on the major constituents and the major issues involved. At this stage most employees have access to family friendly workplace initiatives and an increased range of initiatives is on offer. Most of the organisations surveyed in this present research are at least at this stage.

Based on empirical evidence gathered as part of this thesis, information in some of the current literature in the area of work and family, and anecdotal evidence, a final stage, Stage 4, has been developed and added to the model of the stages in development of family friendly workplaces. This model is outlined in Figure 7.2 on the following page.

Stage 4 of the model sees a further broadening of policies and practices, and ‘worker friendly’ initiatives (an extension of the term ‘family friendly’) are available to all employees regardless of family status and nonwork interests. Data gathered in this research suggests that two organisations are at least partially at this stage of development. A fifth stage also envisions a broader definition of the term ‘dependant’. Employees using flexible hours or flexible leave to take an animal to the vet will be regarded in the same light as employees taking their child or their ill or elderly relative to the doctor.

Figure 7.2

Stages in the development of family friendly workplaces



(Based on Galinsky, Friedman & Hernandez, 1991; Friedman & Galinsky, 1992; Families and Work Institute cited in Solomon, 1994; Rapoport & Bailyn, 1996.)

Flexibility is the key at this fifth stage: flexible hours, flexible leave, and flexible working arrangements. Initiatives are offered to *all* employees regardless of their family status. The emphasis is on providing options for all employees, and the major constituents are men and women with or without dependants. This stage is a natural progression from Stage 3, however, it would then make the term ‘family’ friendly a misnomer. ‘Family friendly’ is pertinent to Stages 1 and 2 but by Stage 3, and more so at Stage 4, the term belies the extent of the offering. The continuing evolution and wider application of the term family friendly means that a more inclusive term such as ‘employee friendly’ or ‘worker friendly’ might be more appropriate and applicable to these latter stages. The development and implementation of ‘worker friendly’ policies, practices and initiatives is made easier by the utilisation of the existing family friendly infrastructure.

Solomon (1994) suggests that organisations need to provide employees with basic support throughout their life transitions, not just at times when they have a family. Harvard University professor, Juliet Schor, believes that “family-supportive programs are helpful, but don’t get at underlying core issues, such as the importance of family and non-work relationships” (Solomon, 1994, p.83). The issue of balance between work and home is becoming broader than the issue of work and family.

There is a move towards an holistic approach to employees that will enable organisations to build “a loyal and dynamic workforce” (Dutton, 1998, p.54). In her article, *The Re-enchantment of Work*, Dutton notes that the old dichotomy between work and personal activities is dying. More organisations are offering “adoption and eldercare programs, corporate gyms and exercise tracks and similar benefits” (Dutton, 1998, p.53), and employee friendly policies such as flexitime and telecommuting to help employees better integrate their work and personal lives. The term ‘employee-friendly’, mentioned in Dutton’s article, supports a move away from the narrower ‘family-friendly’ term.

In New Zealand, the EEO Trust's 'Work and Family File' has recently been renamed the 'Work and Life Bulletin', reflecting a broadening in the focus of this publication. It also reflects changes in the area of work and family. Management knowledge of this broadening focus is important as management awareness of changes in the area of work and family and of broadening applications is important to both employees and their organisations to ensure both parties reap the potential benefits which can accrue from implementing work/life programmes.

Organisation culture

As outlined in Chapter 4, organisation culture is "a system of shared meaning within an organization that determines, in large degree, how employees act (Robbins, 1994, p.71). The human resource managers and the CEOs of the organisations under study were aware, to varying degrees, of the importance of organisation culture in the success or otherwise of a family friendly workplace. In particular, one CEO felt organisation culture had a large part to play in the success or failure of a family friendly workplace. He also recognised the importance of senior management in the development of the organisation culture. He said that if the CEO believed in being family friendly then this 'shared meaning' became infectious and was established as the culture of the organisation. When asked whether there was a 'champion' in the organisation – someone who pushed a family friendly stance – the CEO replied that the family friendly culture of the organisation was the champion and that he, as CEO, helped to set the culture through his commitment to being family friendly. Employees also recognised the need for an organisation culture that supported family friendly initiatives. For example, a respondent who commented about the employer's ability to ease the work-family conflict stated "a change in management culture and values would be necessary [to ease work-family conflict] – anything else would be transitory and more cosmetic than anything else."

As outlined in Chapter 4, Schein (1992) postulates three levels of organisation culture, shown in Figure 4.1. The three levels include: artifacts, which are the

visible organisational structures and processes; espoused values, such as the strategies, goals and philosophies of the organisation; and the basic underlying assumptions which are the unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings. Schein labels the phenomena one sees, hears and feels as 'artifacts', and suggests the most important point about this level of the culture is that it is easy to observe. The researcher was able to utilise this part of Schein's model to gain an understanding of the family friendly culture within each organisation under study. Schein notes that to reach a deeper level of understanding and to predict future behaviour one must be aware of 'basic assumptions', the third level in his model. Applying Schein's three levels of organisation culture to the six organisations studied gives an appreciation of each organisation's level of family friendly workplace culture.

The author recognises that Schein's model leaves some gaps in the understanding of organisation culture (see Hatch, 1993; Martin, 1992 and Meyerson and Martin, 1987.) However, even the authors who criticise Schein's model and seek to develop new modules of organisation culture agree that his formulation remains one of the only conceptual models ever offered and that it is still relevant (Hatch, 1993).

Schein's model is utilised in this thesis as a well-known and logical means of examining and explaining what makes up an organisation culture, in this instance a culture supportive of workers with family or non-work responsibilities. The model helps show the perceived level of family friendly culture evident in the organisations studied. Therefore, although Schein's model leaves gaps in the understanding of organisation culture, it is utilised to give an understanding of the family friendly culture evident in the organisations studied as part of this research project.

Espoused values are the strategies, goals and principles that organisations consider to have intrinsic worth. In a family friendly organisation this may include a

work-family policy, work-family brochures, and managers and colleagues who are supportive of employees with work and family responsibilities. Although some organisations in this study showed apparent elements of espoused values, for example the CEO who exhibited support of employees with work and family responsibilities, espoused values were not used extensively in determining family friendly culture as the utilisation of company policies, brochures or value statements may have compromised the author's ability to ensure confidentiality for the participating organisations.

Basic underlying assumptions are more difficult to portray, as they are unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings. A more in-depth investigation of all organisational stakeholders would be needed to ascertain the basic assumptions which make up the organisation culture of the six organisations in this research. Therefore, artifacts, which are more visible, are utilised in this thesis to develop an understanding of the degree of family friendly culture in the six organisations studied. This is discussed in the following section.

Organisation A

Organisation A had a 'work and family/whanau responsibilities' brochure available for employees, and the EEO Coordinator had written articles for the in-house magazine outlining the organisation's family friendly stance and the initiatives available. The organisation had also established a family friendly discussion group and management had voiced its support for a family friendly workplace. Using Schein's (1992) model, employees from Organisation A could *see* that there were initiatives available to help them balance their work and family responsibilities; they could *hear* that initiatives were available from management and colleagues; and they could *feel* that management supported them through the assurances on work-family issues.

However, not all employees within this organisation perceived their employer to be family friendly. Some employees had not received information on the family friendly initiatives available, reflected in such comments as “I’m not actually aware of the initiatives within the organisation.” The most frequent ranking that respondents gave to the organisation’s family friendliness was three on a scale from one, being ‘not at all family friendly’ through to five, being ‘very family friendly’. In the comments section of the family friendliness question some respondents mentioned the lack of equity in the availability of the initiatives, for example, “depends on who you work for. Many initiatives are just ‘lip service’ and not worth the paper it’s written on.” However, many respondents did feel the organisation was supportive and ranked the family friendliness accordingly.

Organisation B

Organisation B’s major family friendly initiative was a school holiday programme. Although other initiatives existed within the organisation, this seemed to be the initiative most cited by employees, and one that the organisation highlighted during a presentation at a family friendly workplaces conference held in Nelson in association with the EEO Trust. The CEO of this organisation suggested that he “believes in family friendly” (CEO, Organisation B, personal communication, June 8, 1999) and this belief helped form the culture within the organisation. Therefore using Schein’s (1992) model, employees could *see* that there were initiatives available, in particular, they could see the most visible initiative of the school holiday programme; they could also *hear* that initiatives were available, in particular, messages from the CEO; and they could *feel* that management supported them with management work and family assurances.

Again, not all employees in Organisation B perceived the organisation as family friendly. The mode for their ranking of the organisation’s family friendliness was three in the scale from one to five. As one respondent commented “it’s the supervisors and managers that make it work.”

Organisation C

Organisation C offered a compressed hours initiative available for all factory staff, which meant that workers would work 8.5 hours daily from Monday to Thursday and finish at lunchtime on Friday. Employees were well aware of this initiative. Using Schein's (1992) model, employees in Organisation C could *see* that this initiative was available to them, and they could utilise Friday afternoons at their discretion to do such things as spend time with their family, or attend appointments. Other family friendly initiatives were in place within the organisation and were available where practical. Employees in Organisation C could also *hear* about the family friendly initiatives available from management and colleagues, primarily through regular team briefings, and they could *feel* that management supported them in work-family matters, again primarily through the regular team briefings.

Organisation D

Organisation D's management had contracted EAP services and asked them to provide an EAP programme for employees and their families. Employees found out about these initiatives from the staff handbook, the staff committee, and during their induction. Using Schein's (1992) model, employees could *see* that the EAP initiative was available and that other family friendly initiatives were also on offer. Employees could *hear* that initiatives were available from management and colleagues, backed up by written information, and they could *feel* that management supported them through assurances from management of the organisation's work and family stance.

Of the 100 respondents from Organisation D, a large number (72) knew about the organisation's EAP initiative. However, when respondents ranked their five most important family friendly initiatives, EAP was ranked third overall, behind flexible hours and flexible leave. While 35 respondents ranked flexible hours as being the most important, only two respondents ranked EAP as being of highest importance.

For the question on family friendliness, Organisation D had a mode of three on a scale from one to five. Some respondents did not see a supportive and family friendly culture, for example, “they do the minimum required. As I am only a new parent I see it getting worse as I go along. All they think about is the work getting done.” However, other Organisation D employees responded differently, for example, “for those with families it is good” and “very supportive to staff in need, but would be great to look at more job sharing.”

Organisation E

The human resource manager of Organisation E said that dissemination of information to staff about family friendly initiatives was lacking, something she was concerned about. She explained that they had been developing initiatives and policies, and information on the policies was available on the internal computer network. However, she conceded that this was not really useful for staff as “it’s no good if they don’t know they’re there” [policies on family friendly initiatives] (Human resource manager, Organisation E, personal communication, June 26, 1998).

Therefore using Schein’s (1992) model, Organisation E’s employees would probably have some difficulty *seeing* the initiatives available unless they knew where to look. Employees would also have difficulty *hearing* that initiatives were available, although the human resource manager said that they had just recruited a communications/training person and one of her jobs would be to brief staff on what was available. Although respondents ranked their organisation’s family friendliness as three out of five, Organisation E had the second highest percentage of respondents ranking it as not family friendly.

The comments section for the question on organisational family friendliness seemed to support the high ranking, for example, “with some job positions it is difficult to support a ‘family friendly’ environment, but they try” and “depends

on manager. Mine is excellent". However, not all employees agreed. For example, one respondent suggested "[the] intention is there but work pressures limit application."

Organisation F

Organisation F was quite proactive in the development of a family friendly culture within the workplace. It had featured in publications about family friendly organisations and this was also reflected in the ranking by employees. Although employees ranked their organisation's family friendliness as three out of five (mode), 48.9 percent ranked the organisation's family friendliness as four or five on the scale, making Organisation F the most family friendly of the six organisations. The human resource manager had worked his way up to this management position and had experience of being an employee with work and family responsibilities, so he felt a degree of empathy with his employees.

Organisation F employees could find out about the family friendly initiatives available through planning documents that were published each year, regular in-house newsletters, and one-to-one meetings. The manager noted "we will remind them [employees] of the availability of family friendly initiatives, I think it's not done in every newsletter, but it's done in probably every third newsletter. Just to remind staff that if you have any particular needs come and talk to us, we are happy to listen" (Human resource manager, Organisation F, personal communication, June 29, 1998). Therefore, using Schein's (1992) model employees could *see* that there were initiatives available to help them balance their work and family responsibilities; they could *hear* that initiatives were available from the human resource manager, other managers and from their colleagues; and they could *feel* that management supported them through assurances on work-family issues.

As is the case with the other organisations, not all respondents felt that the organisation had a family friendly culture in place. For example, some of the responses in the family friendliness comments section included: "[the organisation]

has family friendly initiatives but still places its employees under significant workload pressures” and “I don’t think options are communicated.”

Support

The issue of culture leads into the issue of support for family friendly workplaces by organisation members and organisation stakeholders, which is the focus of the next section.

Senior management support

Firm commitment and on-going support by senior management for the development and implementation of family friendly workplaces is important (Shilton, 1993). Although only two CEOs were interviewed as part of this project, both realised the importance of their support and the impact of their views on the organisation culture. The CEO of Organisation B felt that he was instrumental in establishing the family friendly workplace culture within his organisation. Interestingly, although the CEO was eager to develop a family friendly culture within the organisation, the human resource manager seemed less passionate. For example, while the CEO emphasised how important it was for the organisation to have a family friendly culture and be supportive of employees, the human resource manager did not think that employers had a responsibility to assist their employees to manage their work and family responsibilities. However, the union official suggested that Organisation B was considered family friendly within the context of the industry, in part reflecting the views of the CEO. The employees also seemed to perceive the organisation as family friendly, with no employees rating the organisation as ‘not at all’ family friendly. Most employees rated the organisation as moderately to very family friendly.

Manager/ supervisor support

Support of work-family initiatives by supervisors has been noted as a critical element in the creation of a family friendly workplace culture (Grover & Crooker, 1995; Milliken et al., 1990; Rodgers, 1992). The manager or supervisor

plays a crucial role in disseminating information about family friendly initiatives and also tends to have the power to allow or disallow staff to utilise the initiatives on offer. In this research, employees responded that their primary means of finding out about the family friendly initiatives offered was via their manager. The manager was also mentioned in comments to Question 6, which asked respondents whether they thought there was anything their employer could do to ease work-home conflict. Respondents commented that managers should consider employees' home or other commitments; should be trained in being family friendly; and should trust employees to utilise the initiatives appropriately and not abuse the "privilege".

Supervisors and managers also featured in responses to the question which asked why family friendly initiatives were, or were not, offered equally throughout the organisation. Respondents stated that management knew about the initiatives offered by the organisation, but wouldn't tell their staff, which meant that they could not utilise the initiatives. "Depends on your manager", "depends on the area you work in" and "depends on your position" also featured strongly in the comments from respondents, suggesting that initiatives were available within the organisation, but were not available equally to all employees.

The two CEOs were asked about the role managers had in disseminating information to employees about family friendly workplace initiatives. One CEO suggested written material as the way to disseminate information, and mentioned a brochure and in-house magazine, yet most employees in this organisation mentioned finding out about family friendly initiatives from non-written sources, including their manager and colleagues. The other CEO linked the role of the manager back to the organisation culture. He suggested that an organisation promoting the right image and having the right people meant that managers almost instinctively knew the stance of the organisation and provided information to employees based on this stance. As mentioned previously, the human resource manager did not appear to be as passionate as the CEO about a family friendly

culture, yet feedback from employees and the union official seemed to support the CEO's comments.

Some employees in the study also mentioned that managers play a role in determining access to family friendly initiatives. Sometimes the comments were negative, such as "Staff aren't aware [of initiatives] and management won't tell them"; some comments were positive, such as "manager helpful". The setting up of training on work and family issues for all managers with staff responsibilities, similar to the training undertaken within the Ministry of Commerce (Families at Work & Top Drawer Consultants, 1995) may help to alleviate the potential negative impact of managers on access to family friendly initiatives.

Peer support

Support from peers is also important, as they can be influential within an organisation, especially if the organisation has a team-based structure. Employees mentioned their peers in several different ways, including the respondents who cited "complaining workmates" as the source of work-family conflict, and four respondents who mentioned that colleagues or other team members complained if they used family friendly initiatives. However, colleagues are a source of information and awareness of family friendly initiatives. In response to the question about how employees found out about the initiatives offered by their organisation, 101 respondents mentioned colleagues.

Union support

Friedman and Galinsky (1992) suggest pressure is being applied at unionised companies to provide family benefits to employees, "thus, child care and other family issues are reaching the bargaining table" (p.171). In this research all union officials interviewed stated that the union was supportive of family friendly workplaces. The human resource managers agreed that the union servicing their organisation was supportive of family friendly initiatives to varying degrees. One union official emphasised that it was a high priority. Another mentioned

being proactive in the area of work and family and pushing for the introduction of family friendly workplaces in both the organisation studied and in other organisations where the union represented employees. One union official was very pleased the researcher had chosen to study the organisation as the union had pushed for family friendly initiatives in the recent past but felt another boost was needed. The official felt the research provided the impetus needed to again make a stand for family friendly initiatives in the particular organisation, and she was going to use the organisation-specific findings from the research as a discussion base on which to develop further family friendly policies and practices.

Challenges

Several challenges in the development and implementation of family friendly workplaces have been identified in the literature. These include the perceived financial costs associated with the initiatives, administrative difficulties and the characteristics of the job itself, such as production-oriented jobs versus office-based jobs (Wolcott, 1991). However, in the current study, the researcher identifies five main challenges that faced the six organisations in the successful development and implementation of family friendly workplace initiatives. These challenges are identified in Chapter 6 and discussed here.

- A breakdown in communication was evident between employees and the organisation with regard to both the prior and ongoing consultation processes. This may have led to employees being offered initiatives that they did not want and require to help them balance work and family responsibilities. An example of this comes from Organisation D where EAP was developed and implemented for employees. While 74 percent of respondents recognised EAP as an initiative provided by the organisation, only three respondents ranked EAP as their most important initiative. A needs analysis, as outlined in Chapter Four, can help managers determine which family friendly initiatives are relevant to their employees. For example, had Organisation D undertaken a needs analysis they may have found that employees ranked flexi-

ble hours and flexible leave as the most important initiatives. By having this information the managers at Organisation D could make decisions about which initiatives to implement, potentially saving the organisation from implementing initiatives employees do not perceive as important. Employees also benefit from a needs analysis if the initiatives they deem important to help them to better balance work and family responsibilities are the ones that are implemented.

- The perceived inconsistencies in the offering of family friendly workplace initiatives constitute the second challenge. Some employees reported that it depended on the job, the area of work, or the manager as to whether employees were offered family friendly initiatives. This highlighted the inequities in family friendly initiatives offered within the organisations. Although inequity may not have been a conscious decision by management, employees still tended to perceive it as such. The issue of managerial discretion links into the issue of inequality (see previous discussion in this chapter). Although managerial discretion allows family friendly initiatives to be tailored to individual employees, such as during a family emergency, this can result in fellow employees perceiving that an individual is getting preferential treatment. However, explaining this to all employees can reduce any potential opposition. In the six organisations surveyed for this study, employees reported that the main source of information on family friendly initiatives was their manager. Therefore managers are probably the best means of disseminating information to employees about family friendly initiatives. They are also in a position to be proactive in their communication if they perceive opposition regarding such issues as discretion and inconsistencies. Managers may need training in work and family to ensure they are supportive of staff with family responsibilities and to ensure that management discretion does not mean the family friendly initiatives are being offered selectively or in a manner that may advantage or disadvantage some employees.

- Work-family conflict situations, especially the issue of workload, are a third challenge to the successful development and implementation of family friendly workplace initiatives. Some respondents reported that their workload precluded them from utilising the family friendly initiatives available. Also, the issue of workloads came out strongly as a work-family conflict situation when respondents were asked to indicate situations they had experienced which made it difficult to balance work and family responsibilities.
- The fourth challenge is lack of awareness of work-family initiatives offered by organisations. A number of employees were unaware of the family friendly initiatives available to them. Some respondents specifically commented that they were unaware of the family friendly initiatives available within their organisation. Participants' feedback on the methods of disseminating information on family friendly workplace initiatives appears to conflict. Employees tended to rely on their manager or colleagues, whereas human resource managers and CEOs were more likely to mention written forms of information dissemination, such as company brochures, policies and newsletters.
- Several inconsistencies between the information given by employees and managers is the fifth challenge identified in the study. Comparison of responses from the human resource managers and the employees to the question about the consultation process showed differing views. Human resource managers reported a consultation process being in place; employees suggested otherwise. Dissemination of information about family friendly initiatives in the organisation was perceived differently. Human resource managers suggested that employees found out about family friendly initiatives from staff handbooks or company newsletters; employees suggested they found out from their manager or from colleagues. Some discrepancies also surfaced in the responses to the question about the initiatives that were most important to employees. However, all participants seemed to agree that flexibility was of

overall importance. The rating of each organisation's family friendliness was another area of inconsistency. (The results for this are outlined in Table 6.11.) Human resource managers tended to rate their organisation as more family friendly than their employees did. These discrepancies are discussed in more detail in Chapter 8.

The five challenges identified in this research differ from the challenges identified in much of the literature. The literature discusses such issues as financial costs and administrative difficulties. These issues arose from research which focused on managers' perceptions of family friendly workplaces, rather than employees' perceptions of family friendly workplaces, as was the case with this study.

The next chapter focuses on the conclusions of this research and the possible future of family friendly workplaces.

Chapter Eight

Conclusions

Introduction

This chapter presents the conclusions based on the findings of the research and examines the potential future of family friendly workplaces. As described in Chapter 7, the findings revealed nine main issues: the importance of flexibility; the lack of consultation both prior to the introduction of family friendly initiatives and during the ongoing consultation process; differing views on the dissemination of information, including employees' lack of awareness of family friendly initiatives available and some inconsistent application of initiatives; employees' use of informal childcare arrangements to care for dependants; managerial motivation to adopt family friendly initiatives; the importance of a supportive organisation culture; and the fact that all participant groups in the project – employees, human resource managers, CEOs, unions and other stakeholders – considered family friendly initiatives beneficial.

The development and implementation of family friendly workplace initiatives in organisations are becoming more common (Ryan & Torrie, 1999). These initiatives accompany such demographic changes as more women and mothers entering the workforce (Statistics New Zealand, 1993a) and more men becoming sole parents or primary caregivers (Statistics New Zealand, 1998a), as well as other ongoing changes such as technological advances and changing organisation structures. Organisations are also recognising that many potential benefits result

from introducing family friendly workplace initiatives. These benefits include enhanced staff recruitment and retention (Callister, 1996; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Wolcott, 1991), increased productivity (Callister, 1996; Gundersen et al., 1995; Solomon, 1994; Top Drawer Consultants & Families at Work, 1996; Tudhope, 1994), and increased employee morale (Gundersen, 1995; Pitt-Catsoupes & Bankert, 1998; Solomon, 1994; Wolcott, 1991). Research participants also recognised the benefits of family friendly workplaces.

Feedback from the interviews with human resource managers and CEOs suggested an acceptance that organisations are responsible for helping employees balance their work and family responsibilities. Often this help took the form of family friendly workplace initiatives such as flexible hours, flexible leave, parental leave, and working from home. Organisations also accepted a definition of 'family' that is broader than the traditional definition of two parents and their children. This wider definition helped to ensure that greater numbers of employees were able to access family friendly initiatives, regardless of the type of family they had or the dependants they cared for. The human resource managers and CEOs agreed that an organisation could always do more in the area of work and family. One CEO suggested that he was always looking for more ways to help employees balance their work and family responsibilities and that, due to the constant evolution in the area of work and family, there was a need to review what was being done and to try to do more. Although this view was not fully embraced by the human resource manager, the employees in this organisation rated the organisation as moderately to very family friendly and the union official suggested that, within the context of the industry, this organisation was considered to be family friendly.

Employees who participated in the research also recognised the assistance family friendly initiatives provided in helping them to balance their work and family responsibilities. Comments from participants included "Leave for emergencies

helpful” and “[Family friendly initiatives are] very helpful”. The six organisations chosen for the study were all considered to be reasonably family friendly, and management were proactive to some degree in work and family and were building a family friendly workplace culture within the organisation. (Further discussion of this is included in Chapter 5, where units of analysis and criteria for selection of cases are included.) Therefore results from the organisations chosen for the study would be different from results based on organisations that are not considered to be family friendly. However, based on feedback from research participants in the study, the researcher has identified the following issues:

Flexibility

Flexibility, in the form of flexible hours, flexible leave and flexible place, was the most commonly offered family friendly initiative and the initiative most commonly ranked as important by respondents. Human resource managers also acknowledged that flexibility was important for employees to balance their work and family responsibilities. Overall, employees felt that the family friendly initiatives available within their organisation helped them to balance their work and family responsibilities.

Consultation process

Full consultation prior to the implementation of family friendly initiatives and ongoing consultation with employees helps to ensure that the initiatives offered by the organisation are what employees most need. A needs analysis can be undertaken to ensure this occurs. The lack of consultation both prior to the implementation of family friendly initiatives and during the ongoing consultation process emerged as an issue in this research project. Many employees felt little consultation occurred prior to the introduction of family friendly initiatives nor was there ongoing consultation, whereas the managers felt consultation took place throughout.

Awareness of family friendly initiatives

Many employees who responded to the questionnaire described a lack of awareness of the initiatives offered within the organisation. Coupled with this, employees also expressed that insufficient information was disseminated on the initiatives provided by the organisation. This view contrasted with the perceptions of many managers, who felt that there was good awareness of family friendly initiatives and that information was disseminated in a variety of ways, such as the staff handbook, or newsletters.

Access to family friendly initiatives

Consistent application of family friendly initiatives was another issue that emerged from the findings of the research project. Overall employees felt there was consistent application of family friendly workplace initiatives. However, there were many respondents who suggested that application was inconsistent and that it depended on your job, your manager, or the area you worked in as to whether you were offered family friendly initiatives. Consistent application of family friendly initiatives links into the issue of discretion. Care needs to be taken to ensure management discretion does not mean family friendly initiatives are offered selectively, or in a manner that may advantage or disadvantage employees.

Male respondents

Male respondents as well as female respondents indicated that they were caregivers of dependants and needed access to family friendly workplace initiatives. Although there were more female than male caregivers, a number of males with family responsibilities needed access to family friendly initiatives to help them balance their work and family responsibilities. This is reflected in the literature where an increasing concern with work and family issues by men is noted.

Use of informal childcare

Informal childcare, including the use of relatives or friends as carers for dependants while the caregivers worked, was an important means of care for many participants in the study. The use of informal childcare was of particular importance to caregivers who had children in the 5-16 age group. Also, 44 respondents mentioned having elderly relatives as dependants, an issue that is predicted to become more prominent as the New Zealand population ages. Use of eldercare, either formal eldercare facilities, or informal whanau-based care, is likely to increase as a result of the aging population.

Work and family life-cycle

Consideration of a work and family 'life cycle' for employees was another issue alluded to in the research project. In the life-cycle approach organisations take into account employee life stages recognising, for example, that an employee may need flexibility and parental leave when they are younger, but flexibility and retirement options when they are older.

Managerial motivation

Managerial motivation to introduce family friendly initiatives tended to be reactive rather than proactive. Three organisations mentioned requests from staff, two mentioned staff turnover or another issue which prompted the organisation to offer family friendly initiatives, and the sixth organisation felt it was the "right thing to do". Benefits to the organisation of implementing family friendly initiatives including reduced staff turnover, reduced absenteeism, and a positive company image were highlighted in the study and may have added impetus to managerial motivation to adopt family friendly initiatives.

Organisation culture

Developing an organisation culture that supports employees with family or non-work responsibilities is also an important issue identified by the research. As the CEO helps define the organisation culture, and is therefore important in devel-

oping a family friendly culture, two CEOs were interviewed. One CEO in particular felt that an organisation's culture had a large part to play in the success of a family friendly workplace. There is a recognised need for support from human resource managers and managers of employees within organisations (Grover & Crooker, 1995; Milliken et al., 1990; Rodgers, 1992). Some organisations, for example, the Ministry of Commerce, provide training for managers on work and family issues. Support from colleagues or peers is also important in the successful development and implementation of a family friendly workplace culture. Some questionnaire respondents, who described "complaining workmates" or pressure from fellow team members not to utilise the family friendly initiatives available, mentioned this issue. Union support, if applicable, is another means of developing a family friendly organisation culture. Support from these constituent groups can help break down any potential barriers to the success of the organisation becoming a family friendly workplace.

Schein's (1992) three-level model of organisation culture was utilised to gain a greater understanding of the culture in place within the six family friendly organisations chosen for the study. (See also Chapter 7). Schein's 'artifacts' level was utilised to identify all the phenomena that one sees, hears and feels. This could be done only on a superficial level, for as Schein notes, it is "dangerous to try to infer the deeper assumptions from artifacts alone" (p.18). However, this method did allow some analysis of the culture of the six organisations. The organisations studied all had some form of family-friendly artifact, suggesting that all six organisations had some degree of family friendly culture.

Discrepancies

Having the different constituent groups of employees, human resource managers, CEOs, union officials and other organisation stakeholders as participants in the research project allowed each issue to be analysed from different perspectives. In a number of areas feedback from the various constituent groups differed, which highlighted issues that may not otherwise have been discovered. By using

a range of participants, and by having the option to conduct cross comparisons of their answers to similar questions, this research project has gone further than others in the area of work and family in New Zealand. The methods used have also provided a more in-depth view of how a number of constituent groups view family friendly workplaces. The main discrepancies identified in the study were the differing views of the consultation process, dissemination of information on family friendly initiatives available, which initiatives were important to employees, and the rating of the organisation's family friendliness.

The potential future of family friendly workplaces

Researchers and writers in the area of work and family agree that family friendly workplaces have a big future (Bruce & Reed, 1994; Mason, 1992; Rappoport & Bailyn, 1996; Rodgers, 1992; Top Drawer Consultants & Families at Work, 1996) and that developing family friendly workplace policies and practices can enhance an organisation's success. "As corporations continue to restructure and reinvent themselves ... linking change efforts to work-family concerns greatly enhances their chances for success" (Rappoport & Bailyn, 1996, p.37).

There is also recognition that the future of work and family is linked to empowerment of employees:

The next frontier is to create the link between efforts to enable employees with families to be as productive as they can ... Empowerment and self-management are powerful tools that have only been sporadically explored. They hold great potential for helping employees to achieve their full productive potential and to meet their family obligations. It remains for advocates of a more family-friendly workplace to insert family concerns into these efforts and to firmly establish the real link between supporting employees with families and the bottom line concerns with productivity, quality, and competitiveness.
(Rodgers, 1992, p.198)

The push for empowerment, and the potential of family friendly workplace policies and practices in helping organisations and employees attain this empowerment, can signal a future for family friendly workplaces and family

friendly policies and practices. Similarly, Warren Bennis (quoted in Mason, 1992) suggests, "I don't think a family-work policy would have any long-range impact unless it were accompanied by an empowered workforce, an effective training and development program, and rewards structures that reinforce those goals" (p.9).

Dutton (1998) suggests that employees are increasingly being encouraged to think like entrepreneurs, to solve their own problems and those of the group and the customer. This in turn implies organisations trust their employees, and this trust builds into loyalty and a dynamic workforce. Underlying this entrepreneurship vision is the need for flexibility in all forms.

Solomon (1994) asserts that once work-family policies and practices are totally accepted, then:

Flexibility will be mainstream, there will be more money from the private and public sectors for dependent-care resources, and people will be able to move up in the organization unencumbered by the old ways of thinking. They'll be able to give their best to their employer regardless of their family status".
(p.87)

In this research project, both employees and human resource managers appeared to appreciate the benefits of family friendly workplace initiatives, and this would suggest that both parties would want family friendly initiatives to continue into the future. The two CEOs interviewed also suggested that family friendly workplaces have a future. Often this linked into the benefits the organisation received and the need for benefits such as reduced turnover and reduced absenteeism to continue. Positive feedback on the future of family friendly workplaces also appeared in the responses that union officials gave. They suggested that family friendly workplace initiatives have an important function in the future, and linked the success of organisations to the provision of family friendly workplace initiatives.

Research objectives

Chapter 1 outlined the objectives for this research project. Based on the information gathered, the researcher has considered the issues outlined in these objectives.

Objective 1

The first objective was to outline the historical context of management that contributed to the development of work and family programmes and family friendly workplace initiatives. This was examined in Chapter 2, where the history of management was discussed, and work and family in the United States and in New Zealand was outlined. This included information on demographics, such as women and mothers in the workforce, legislation, workplace change, workplace diversity and the impact of technology. The historical context reveals how family friendly workplaces first developed and suggests the climate in which they have evolved.

Objective 2

The second objective was to outline the development and current situation of the family friendly workplace both within New Zealand and overseas. This was covered briefly in Chapter 2 and examined in more detail in Chapter 3. Theories of work and family were examined first; the stages in the development of family friendly workplaces were also discussed. An outline of the variety of family friendly workplace initiatives that employers can offer employees was included, along with the potential benefits of family friendly initiatives. This examination reveals which family friendly initiatives are currently perceived as important and whether there have been changes in perceived importance over time.

Objective 3

The third objective was to consider the future of family friendly workplaces and family friendly workplace initiatives in New Zealand, including management, employee and stakeholder views on the future of family friendly workplaces.

This was examined in Chapters 6 and 7, and also features in the current chapter. The CEOs interviewed responded that they thought there was a future for family friendly workplaces as it meant good staff could be retained. They considered that developing family friendly initiatives was ‘common sense’. This was also reflected in the responses from the human resource managers. Union officials were also positive about the future of family friendly workplaces. One official suggested the implementation of family friendly initiatives would increase as successful organisations demonstrated the advantages of having family friendly workplace policies and practices. The interviewees from the State Services Commission, the EEO Trust, and the Australian Institute of Family Studies also agreed a future existed for family friendly workplaces. An examination of perceptions of the future of family friendly workplaces by organisation stakeholders is important, as these perceptions may indicate the future success and relevance of family friendly workplace initiatives.

Objective 4

The fourth objective was to examine the impact of family friendly initiatives on managers of people within specific organisations, and to compare managerial views with those of employees. The first issue was managerial motivation to incorporate a family friendly workplace culture and family friendly initiatives. Based on the feedback from human resource managers, the researcher determined that managerial motivation to implement family friendly initiatives included requests from staff, efforts to address such issues as high staff turnover, and that it was ‘the right thing to do’. Establishing managerial motivation highlighted what issues prompted management to implement family workplace initiatives. This information could potentially be used to predict which organisations are more likely to adopt family friendly initiatives in the future.

The second issue concerned managerial views of the prior and ongoing work and family consultation process. In this study, the human resource managers surveyed assumed a consultation process was in place within the organisation.

However, this view was not reflected in the responses from employees, who tended to think there was little or no consultation in place. These differences in perceptions of the consultation process raise the possibility of family friendly initiatives which do not meet the needs of employees. This can be a negative experience for both parties; employees are not getting their needs met, and employers are not reaping the potential benefits which may accrue as a result of providing initiatives which help employees balance their work and family responsibilities.

The third issue in Objective 4 was managerial views of family friendly initiatives currently offered within the organisation. Table 6.13 outlines the responses from both human resource managers and employees to a question about the initiatives provided by their organisation. The responses were not always identical.

The fourth issue concerned managerial views of the appropriateness of currently offered family friendly initiatives. Table 6.14 outlines the initiatives that human resource managers perceived as most important to employees, and the initiatives that employees deemed as the most important. Both the human resource managers and the employees recognised the importance of flexibility in helping to balance work and family responsibilities. However, in some organisations the initiatives offered by the organisation were not the initiatives regarded as important by employees. This situation may have been exacerbated by the reported lack of consultation with employees.

The fifth issue was whether managers believed the family friendly initiatives were offered fairly and consistently. Human resource managers mentioned a number of ways information was disseminated to employees and suggested that all employees had access to the information. The majority of employees also felt the family friendly initiatives offered were available equally to all staff. However some employees mentioned inconsistencies.

Finally, the sixth issue identified how employees found out about family friendly initiatives offered by the organisation. Table 6.15 outlines the responses by human resource managers concerning how employees find out about the family friendly initiatives the organisation offers. The response from human resource managers differed from the responses given by employees. CEOs were also asked how employees found out about family friendly initiatives. Their responses differed from employees' responses, and in one instance, differed from both the human resource manager and employees. Not disseminating information to all employees can potentially undermine the family friendly workplace culture.

Objective 5

The final objective was to examine the impact of family friendly initiatives on employees within specific organisations, and to compare employee views with those of managers. The first issue was the prior and ongoing consultation process. Employees tended to report that they either did not know the extent of the consultation process or that there was no consultation. This response differed from the responses of the human resource managers. As stated above, it is important that family friendly initiatives meet the needs of employees. To ensure this occurs, staff need to be consulted prior to the development and implementation of initiatives. The second issue concerned which family friendly initiatives were offered by the organisation. The three most commonly mentioned initiatives provided by the six organisations were flexible hours, parental leave, and flexible leave showing the importance of flexibility in the balancing of work and family responsibilities.

The third issue in Objective 5 concerned the appropriateness of the family friendly initiatives offered by the organisation, and whether initiatives met employee needs. Table 6.14 outlines the responses from both human resource managers and employees concerning the initiatives they deemed most important. This again emphasised the importance of flexibility in the balancing of work and

family responsibilities. The fourth issue was employees' perceptions of whether the family friendly initiatives were offered fairly and consistently. Although the majority of employees felt that the family friendly initiatives offered within their organisation were offered equally to all staff (see Figure 6.6.), some inconsistencies emerged. Such perceived inequities can undermine the family friendly workplace culture, especially if employees perceive other employees are being advantaged in some way. The final issue of Objective 5 was to determine how employees found out about the family friendly initiatives the organisation offered. Employees responded that they found out about family friendly initiatives primarily from their manager or from colleagues, highlighting the importance of the role of managers in the success of family friendly workplaces. The response given by employees to the means of finding out about family friendly initiatives differed from that given by the human resource managers and CEOs, who tended to mention organisation policies, newsletters or similar written means of disseminating information. Top Drawer Consultants and Families at Work (1996) suggest that large organisations can demonstrate their commitment to work and family by having a single centre providing advice on issues related to work and family. This centre may help alleviate potential problems associated with different methods of disseminating information about family friendly workplace initiatives and would help to ensure all employees have access to the information.

This current study is the first New Zealand study to juxtapose perceptions of family friendly workplaces by both employers (managers) and employees, as well as to integrate the perceptions of CEOs, union officials and other organisation stakeholders. This enabled examination of the similarities and differences in the perceptions of the different stakeholder groups.

The study adds to an understanding of work and family, especially in the New Zealand context. It also highlights a number of issues which organisation stakeholders can consider, especially in regard to the successful implementation of family friendly workplaces. Thus the study may encourage further research in

the area of work and family.

The final chapter in this thesis examines the limitations of this research project, discusses recommendations for future research, and identifies the emerging trends in the area of work and family.

Chapter Nine

Implications, limitations and directions

Introduction

This chapter discusses research results and their implications for human resource practice. In addition, the chapter outlines limitations of the research, and recommends areas for future research. Emerging trends in the area of work and family are also examined.

1. Implications

Benefits of initiatives

Employees, human resource managers and CEOs who participated in this study found family friendly initiatives beneficial. The benefits to the organisation of family friendly initiatives included reduced absenteeism, increased rate of return following parental leave, and good public relations. Employees were also grateful for the family friendly initiatives offered to them, as the initiatives enabled them to better balance their work and family responsibilities. Knowledge of the potential benefits to both employers and employees can be important information for organisations seeking to develop and implement family friendly initiatives.

Consultation processes

The differing reports of both the initial and ongoing consultation processes related to the implementation of family friendly initiatives have implications for human resource practice. Human resource managers interviewed in this study

reported that their organisations had clear ongoing consultation processes in place that all employees had access to. Human resource managers also described clear initial consultation processes where employees had been surveyed or questioned about issues relating to work and family. Employees, however, reported that they either knew nothing or little about the ongoing or initial consultation processes, or felt they had little input into these processes.

A well-communicated and transparent work and family consultation process within organisations is important to ensure that the family friendly initiatives implemented within organisations are the initiatives that are needed by employees. Awareness of the need for an initial consultation process with employees, and the existence of an ongoing consultation process will help both to ensure that the family friendly initiatives implemented within organisations meet the needs of employees and continue to meet the needs of employees into the future. A consultation process that is transparent and one that all employees have input into is vital to ensure the success of a work and family programme.

Dissemination of information

Research results highlighted the differing perceptions of how organisations disseminated information about the family friendly initiatives available to employees. Human resource managers reported that employees found out about the organisation's family friendly initiatives via written forms of communication, such as organisational policies or staff newsletters. However, employees reported finding out about initiatives available to them via interpersonal means, such as talking to colleagues or their manager. In practice, use of both written and verbal forms of communication on a frequent basis, with managers knowledgeable of the family friendly initiatives available within the organisation, will mean employees are more likely to receive the work and family information intended for them.

Flexibility

Flexibility in the form of flexible working hours, flexibility in the taking of leave and also flexibility in place of work was rated by employees as an important initiative in helping them to balance their work and family responsibilities. This result reflects information in current work and family literature. Flexibility can also be an effective low-cost means of assisting workers to balance their work and family responsibilities. Consideration by employers of the current importance of flexible leave, flexible working arrangements and flexibility in place of work may enable employees to better balance work and family responsibilities.

Informal care

Many employees in this research project mentioned using friends or family to care for dependants. Although this finding was similar to the findings of a 1998 New Zealand survey on childcare (Department of Labour & NACEW, 1999), which also found that unpaid family help was a common dependent-care arrangement, no explanations were given for this finding. For example, was childcare and eldercare too expensive, was care unavailable, did formal care not meet the requirements of employees in this study? The findings of this research have implications for human resource practice as employers may want to take into account the reliance on informal care when developing family friendly workplace initiatives, especially if they are considering developing or subsidising a childcare or eldercare centre.

Barriers

In the work and family literature, the barriers to family friendly initiatives included issues of cost, the notion that organisations should not involve themselves in the private lives of their employees, and fear of opposition by clients and fellow employees. In this New Zealand-based research project the barriers mentioned by participants included: that employees did not know about the family friendly initiatives available to them within the organisation; that the nature of some jobs precluded employees from utilising the initiatives available; and that

‘other people’, such as colleagues in a different area of the organisation, were the only ones who had access to family friendly initiatives. The human resource managers who also acknowledged that some employees benefited from family friendly initiatives more than others reinforced these views. Human resource managers and employees made little or no mention of the barriers of cost, the issue of involvement in the private lives of employees, or fear of opposition as outlined in the literature. An important part of the development and implementation of family friendly initiatives into an organisation is knowledge of potential barriers and consideration of them. The barriers identified in this research project may inform human resource practitioners of potential barriers that may be encountered.

Motivation

Organisations have different reasons for developing and implementing family friendly workplace initiatives. During discussions with the human resource managers, several motivational factors emerged that led to the development and implementation of family friendly initiatives. The three main motivators for organisations in this study were requests from staff, the need to reduce staff turnover, and the need to be proactive in the area of work and family.

Challenges

A number of challenges to the effective implementation of family friendly workplaces within organisations were identified by this study. The first was the breakdown in communication related to the consultation process which impeded the successful development and implementation of family friendly workplace initiatives. Second, inconsistencies existed in the offering of family friendly workplace initiatives. This highlights the need for transparency in the implementation of family friendly initiatives. Third, a number of employees reported that their workload precluded them from using the family friendly initiatives available to them. Finally, lack of awareness of family friendly initiatives available within the organisation presented another challenge to managers. If em-

employees are unaware of the family friendly initiatives on offer, they are not able to use them to help balance their work and family responsibilities.

Summary

To successfully develop and implement family friendly workplace initiatives within organisations, it is recommended that human resource practitioners ask employees what initiatives would help them balance their work and family commitments. It is important that the initiatives implemented also meet the requirements of the organisation. The needs of employees can be assessed by establishing a consultation process and an accompanying communication strategy. As needs change, family friendly initiatives may need to change to remain effective. A communications strategy, including the use of written and oral communication, to disseminate information to employees of the family friendly initiatives being offered will aid in the successful development and implementation of family friendly workplace initiatives. Management consideration of flexibility in the form of flexible leave, flexible working arrangements and/or flexible place of work, which was considered to be an important family friendly initiative by survey respondents may help employees to better balance work and non-work responsibilities. Management consideration of the potential barriers and challenges when developing and implementing family friendly initiatives in their organisation may help to ensure the success of family friendly workplace initiatives in their organisation.

Best practice

A number of organisations in New Zealand have innovative and progressive family friendly workplace strategies and practices in place within their organisations, including the many examples given in this thesis and in the New Zealand work and family literature. Examples include; the Auckland Museum whose receptionists “are authorised to place importance on family calls, particularly from children to their parents” (Families at Work & Top Drawer Consultants, 1995, p.25); the Ministry of Commerce, which set aside two car parks specifically for staff to use for family emergency situations; and the flexible work practices of

the Inland Revenue Department, New Zealand Post Limited, LWR Industries, and New Zealand Police outlined in *Work and family directions: What New Zealand champions are doing* (Families at Work & Top Drawer Consultants, 1995). These examples indicate best practice in New Zealand.

It is also valuable to examine what organisations in other countries are doing in the area of work and family. The Oxfordshire County Council (UK) introduced a scheme to enable employees to work at home for any job where that is possible. Employees are expected to spend some time in the office, but the home is identified in their contract of employment as the main place of work (Hogg & Harker, 1992). Becoming a family friendly employer may require changes in management style and changes in the structure of the organisation. Organisations in Europe, including Aer Rianta (Ireland), the Bank of Ireland, Danish State Railways and Royal Post and Telecommunications (Netherlands) have developed workshops to examine issues surrounding changes in management style and organisation structure to ensure the success of family friendly workplaces (Hogg & Harker, 1992). A number of best practice examples from the United States include initiatives such as flexible working arrangements, flexible leave, financial benefits such as long term care insurance, childcare discounts, organisation funding for community or national work and family initiatives, work and family training for managers, work and family coordinators within the organisation, and work and family stress management (Berenstein, 1991). Organisation-specific examples include North Carolina Bank which instituted a 'phase-in' for female employees after parental leave (Cullen and Kleiner, 1991); Hewlett Packard, which opened an on-site public school at its electronics plant in Santa Rosa, California; AT&T, which opened new childcare centres for employees and expanded others in communities where AT&T has offices (Hand and Zawacki, 1994); and AT&T and Citibank, whose employees can take leave in as small as two hour increments on short notice to give employees the flexibility needed (Johnson, 1993a).

However, ‘best practice’ for any organisation is whatever family friendly workplace strategies and practices work best for that organisation and the employees within that organisation. Chapter 4 of this thesis outlined the steps an organisation can take to develop a family friendly workplace. These steps are based on two New Zealand publications in the area of work and family, including the State Services Commission (1994) *Work and family: A guide for managers* and Top Drawer Consultants and Families at Work (1996) *Work and family: Steps to success*. The first step is to secure commitment from senior management; second, to identify and publicise current family friendly workplace initiatives; third, to consult with current employees; fourth, to identify family friendly initiatives that will work best for the organisation and its employees; fifth, to assess which family friendly workplace options or package of options will best suit the organisations and its employees; sixth, to implement options chosen; and finally, to monitor results and reassess as required.

2. Limitations

Case study method

To obtain information on the objectives outlined for this research, a case study was devised that focused on stakeholders within six organisations in New Zealand. This focus on six cases meant that generalisation to a wider population should be done only with caution. However as Isaac and Michael (1991, p.48) note, because case studies are intensive “they bring to light the important variables, processes, and interactions that deserve more extensive attention.” Therefore, although caution is advised when generalising findings to a wider population, much learning is still possible.

Pace of change

A limitation emerged in the research as a consequence of the constant evolution in the area of work and family and of the terminology being used by researchers, writers and practitioners. When the author first began researching family friendly workplaces eight years ago, the term ‘family friendly’ was uncommon,

the emphasis was on childcare, and studies in the area of family were sociologically based rather than management based. For example, when the researcher first indicated her intention to examine initiatives in organisations which helped employees to better balance work and family responsibilities she was directed to university departments of Social Policy and Social Work. This was probably based on the terminology of the time which featured the terms 'productive' and 'reproductive', 'public' and 'private', or 'paid work' and 'unpaid work', rather than the current terminology of work and home or work and non-work. Use of 'productive' and 'reproductive' terminology also suggests that the focus was women rather than men. A further shift in emphasis more recently has resulted in the terminology changing to 'worker friendly' or 'employee friendly' from the narrower 'family friendly'. 'Work-home' has become 'work-life', and the emphasis is now on all employees not primarily women employees. Therefore, because the area of work and family is evolving rapidly, this study may soon prove to be outdated.

Terminology

The research examined the impact of 'family friendly' policies and practices. The term 'family friendly' may have been a limitation for potential participants who did not have a family. They may have perceived the questionnaire was exclusively for employees with families, and therefore did not respond.

Larger sized organisations emphasis

The cases selected for this study were all organisations that employed over 200 people. Small and medium sized organisations were not included in this study even though many small and medium sized organisations provided family friendly initiatives to their employees.

Geographic limitations

The six organisations that participated in this research were all within reasonable proximity to Nelson, including in Christchurch and Wellington. This meant that

organisations outside this geographic area, which might have had different characteristics, were excluded from the study.

3. Directions for future research

The findings of this research project indicate areas that require further investigation. The following section outlines potential areas for future research.

Employer involvement in work-family or work-life issues

A project on the degree of New Zealand employer involvement in work-family or work-life issues would give an appreciation of which New Zealand organisations are more likely to develop family friendly workplace initiatives, which initiatives are currently being offered within organisations in New Zealand, the extent of the offering, the consultation process and the motivation to introduce work-family or work-life initiatives. The project could be similar to Goodstein's 1989 project (1994), in which he set up a number of hypotheses to examine organisational involvement in work and family in the United States, and to Wolcott's 1990 study (1991), in which she interviewed human resource, personnel, equal opportunity or general managers in 40 organisations in Australia to ascertain their views on work and family issues. Goodstein hypothesised that an organisation is more likely to implement family friendly initiatives if it is large, depends on female employees or employees who are parents, is a public sector organisation, is in an industry that has adopted family friendly initiatives, or if it perceives that the costs are low and the benefits are high. Wolcott (1991) used a non-random sample of employers in a range of industries in Australia. She examined employers' views on such issues as concerns about recruitment, retention and absenteeism; family friendly workplace initiatives provided by organisations; benefits and constraints of family friendly initiatives; and corporate culture. In a New Zealand study on employer involvement in work-family or work-life issues, a questionnaire could be sent to a stratified random sample of organisations in both the public and private sectors that employ five or more people, with a representative sample in terms of both employer size and industry grouping. Results

from a New Zealand project could be compared to Goodstein's and Wolcott's results. Possible questions could include the following:

Organisation demographics

- How many employees does your organisation have?
- Are you a public sector or private sector organisation?
- What industry sector does your organisation belong to?

Workforce demographics

- What percentage of your employees are female?
- What percentage of your employees are working parents?

Work-family or work-life initiatives

- Do you have work-family or work-life initiatives available to employees?
- Which work-family or work-life initiatives are available to your employees?
- Are the work-family or work-life initiatives available to all employees within your organisation?
- What prompted you to implement work-family or work-life initiatives?
- Prior to the implementation of your organisation's work-family or work-life initiatives, how did you determine which initiatives to implement?
- Do you consult with your employees on an ongoing basis about work-family or work-life issues?
- Have other organisations within your industry sector implemented work-family or work-life initiatives for employees?
- Do you perceive the costs of developing work-family or work-life initiatives as high, medium or low cost?
- Do you perceive the benefits of developing and implementing work-family or work-life initiatives as high, medium or low?

Culture

- What is your organisation's attitude towards men and women with family responsibilities?
- Does your organisation expect employees who want to get ahead in their jobs

or careers to spend less time with their families?

Small businesses

A New Zealand research project similar to Wolcott's 1992 research (1993) on small businesses in Australia would increase knowledge in the area of work and family, with particular reference to small businesses in New Zealand. Wolcott interviewed the owner/managers of 53 small businesses during 1992, and presented the results in *A matter of give and take: Small business views of work and family*. The majority of the businesses studied were in Victoria, Australia, and represented "A non-random sample of small businesses ... selected to provide a cross-section of business environments and experiences" (Wolcott, 1993, p.3). Wolcott also utilised a snowball technique, asking respondents to recommend other businesses that might be interested in participating in the study. In Wolcott's study, small business employers mentioned that the provision of flexible working arrangements was one of the reasons that family life did not interfere with work productivity. However, employers in her study did not believe that the provision of childcare was an appropriate concern of small business. Constraints perceived by participants in her study included costs and interference with productivity or customer service. Wolcott noted that "the majority of small business employers acknowledged that responding to the family needs of their employees had a positive impact on the business. Obtaining the loyalty and commitment of employees was the most frequently cited benefit to the company" (p38-39). However, she also mentioned that many employees were surprised at her question concerning the benefits of providing family friendly workplace initiatives. Wolcott suggested they had clearly not considered the connection between work arrangements that helped families, and business productivity.

A similar project, would give an overview of work and family in small businesses in New Zealand, and could include questions concerning general business issues related to employees such as implications of government policy, business survival, workforce issues such as recruitment, plus other external and internal business is-

sues. Possible questions could include the following:

Organisation demographics

- How many people does your business employ?
- What industry sector do you belong to?

Workforce demographics

- How many of your employees are female?
- How many of your employees are working parents?

Work-family or work-life initiatives

- Do you have work-family or work-life initiatives available to employees?
- Are the work-family or work-life initiatives available to all your employees?
- What prompted you to implement work-family or work-life initiatives?
- How do your employees find out about the work-family or work-life initiatives available to them?
- What do you think are the benefits of having work-family or work-life initiatives in your business?
- What do you think are the costs of having work-family or work-life initiatives?

New terminology

Because of the change in emphasis over time and the change in terminology, family friendly workplace initiatives that originally focused on women have evolved to become worker friendly initiatives focusing on all employees regardless of responsibility or gender. More research is needed that utilises the current terminology, focusing on worker friendly initiatives and potential work-life conflicts, rather than on family friendly initiatives and potential work-home or work-family conflicts. This type of research would also uncover the degree to which employers and managers are broadening their range of family friendly or worker friendly initiatives. This broadening could take the form of a wider base of users, and an extended base of situations where employees could utilise the initiatives. For example, animals and pets could be defined as dependants, and initiatives

could be available for all non-work activities and responsibilities, not just family or home-based responsibilities. Although a project such as this would ideally be undertaken when the new terminology has become more widely known and accepted, it could utilise similar methodologies to the current research project. The current project, which examined stakeholder perceptions of family friendly workplaces, could be used as a base for a comparative research project. Human resource managers could be interviewed to find out their perceptions of work/life programmes in place within their organisations and whether their perceptions have changed. Employees could be surveyed by questionnaire, as was the case in this research project (see copy of questionnaire in Appendices A and B). The questionnaire could have similar questions, but would incorporate changes that had taken place in the area of work and non-work and include new and accepted terminology to allow for greatest understanding.

4. Emergent trends

The researcher identified four trends emerging in the area of work and family or work and life. The trends include:

Terminology

The new terminology of 'worker friendly' and 'work-life' contrasts with the older terms 'family friendly' and 'work-home'. This makes the offering of initiatives more inclusive and means a greater number of employees and employers will utilise initiatives offered by their organisations in a wider variety of non-work situations.

Trust and empowerment

The issues of trust and empowerment of employees are appearing in the literature linked to work and family and also appeared in responses to the employees' questionnaire. Dutton (1998) suggests the way to build a loyal and dynamic workforce is through giving employees greater autonomy and encouraging an entrepreneurial spirit. This can be developed utilising family friendly workplace

initiatives or the family friendly workplace infrastructure in place within organisation. This also fits well with the concept of the knowledge worker, since “managers of knowledge workers have to learn to allow [workers] more freedom and flexibility” (Rudman, 1999, p.56). This freedom and flexibility aligns well with the family friendly workplace infrastructure in place in some organisations.

Technology

The increasing use of computers allowing faster communication, access to more information, and the concepts of ‘global village’ and ‘virtual office’ may involve a greater number of people working from home, the car, or other non-office sites. Increasing use of technology has enabled the development of knowledge work, plus greater employee autonomy, empowerment and the entrepreneurial spirit alluded to above. Development and implementation of family friendly initiatives, such as flexibility, can allow technology and the accompanying mobility it provides to be utilised to its fullest extent.

Higher level of development

Constant evolution of family friendly workplaces and a push for work-family initiatives by unions, stakeholders such as the EEO Trust, and the State Service Commission and from employees and managers within the organisation may result in more organisations reaching the higher stages of family friendly development outlined in Chapter 3. The researcher predicts that a greater number of organisations at a higher level of family friendly development will become another emergent trend in the area of work and family.

“Work and family issues affect everybody to some degree ... a strategy is needed to ensure that all employees ... are able to balance commitments in both areas of their lives effectively and therefore perform well in the workplace”

(“Law firms recognising family needs,” 1999).

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APPENDICES

BALANCING WORK AND FAMILY COMMITMENTS

I would be grateful for your help with my study. I am trying to find out the ways in which companies help their staff to balance work and family commitments and I would value your thoughts on this.

I am a Massey University PhD student and I also teach at Nelson Polytechnic. As part of my PhD research I am looking at the ways people can balance work and family commitments. My supervisor for this research is Dr Frank Sligo, Massey University, (Phone (06)350 4273).

The attached questionnaire asks for your opinions and experiences of work and family initiatives in your organisation. There are no right or wrong answers to these questions. The questionnaire will take about 10 minutes to complete.

Response to the questionnaire is **voluntary** and **you do not need to identify yourself** or your workplace. All the information you do give will remain anonymous and ***strictly confidential***. Individual responses will be known only to myself. Findings will be written up and reported as part of my thesis. This may include short quotations of the information you have provided, but it will be done in a manner which does not single out or identify any individual. Your company will **not** get to see your answers.

If you fill out the questions that follow I will take this as your consent to participate in the research study. When you have completed the questionnaire, please return it as indicated on the inside back cover of the questionnaire booklet.

Thank you for helping me with my research. Your views may assist in designing more family-friendly workplaces.

Linda Liddicoat.
Nelson Polytechnic
Private Bag
Nelson
Phone (03)546 9175, Extension 845.



Family Friendly Workplace Questionnaire

Please complete the following questions by ticking the appropriate box(es) or filling in the relevant details where applicable.

Linda Liddicoat
School of Business
Nelson Polytechnic
Private Bag 19
Nelson



1. People have different kinds of family responsibilities. Please ☒ tick the one statement that best describes your responsibilities:

- ☐ Your family responsibilities are primarily regular and ongoing (e.g., looking after children or an elderly relative who live with you).
- ☐ Your family responsibilities are mostly periodic/occasional commitments (e.g., having the children for the school holidays or taking your turn to look after an elderly parent).
- ☐ Your family responsibilities are mostly unpredictable or emergency commitments (e.g., sick relative, having to go home for a family bereavement).

2. The table below describes various family responsibilities. If they apply to you, please write down the number of people you are responsible for, and whether you are their main caregiver.

Responsible for:	Number of people	Are you the main caregiver?	
Children under 2 years	[]	Yes	No
Children 2-4 years	[]	Yes	No
Children 5-16	[]	Yes	No
Elderly relatives	[]	Yes	No
Ill or disabled relatives	[]	Yes	No
Other situation (please describe)	[]	Yes	No

For Office
Use Only

(1)

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☐

(5)

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- ☐ Childcare centre
- ☐ Eldercare facility
- ☐ Nanny or home care
- ☐ Other relatives as carers
- ☐ After school care
- ☐ School holiday programme
- ☐ Other (please specify)

[illegible]

- ☐ Workloads that make it hard to make time for the family
- ☐ Work starting times that make family arrangements difficult
- ☐ Work finishing times that make family arrangements difficult
- ☐ Not having enough sick leave to look after family members
- ☐ Meeting times that clash with family commitments
- ☐ Being unable to attend training because of family commitments
- ☐ Expectations of overtime or weekend work that are hard to fit around home commitments
- ☐ Difficulty in getting time off for a family emergency
- ☐ Other situations (please specify)

(3 l)

1	2	3	4	5
no prospects for promotion	limited prospects	good prospects	very good prospects	excellent prospects

Comments (if any): _____

1 2 3 4 5

Never feel a conflict Seldom* Sometimes* **Often*** Always feel a conflict *

* If you feel there is a conflict between the demands of work and home, is there anything you think your employer might be able to do to ease this conflict?

(41) ☐ (42) ☐ (44) ☐ (45) ☐

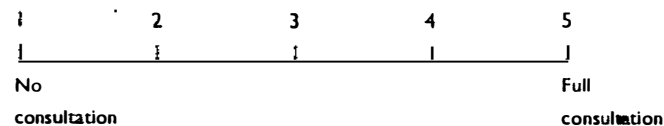


(Please ☒ tick **ALL** the initiatives you are aware of)

- ☐ Flexible working hours
- ☐ Job sharing
- ☐ Part time work
- ☐ Compressed hours
- ☐ Teleworking/Work from home
- ☐ Flexible leave
- ☐ Parental leave
- ☐ Childcare/eldercare
- ☐ School holiday programmes
- ☐ Other (please specify)

8a. Prior to these initiatives being introduced were employees consulted about which initiatives were preferred?

(On the following scale please circle the response that best describes this)



**For Office
Use Only**

(47)

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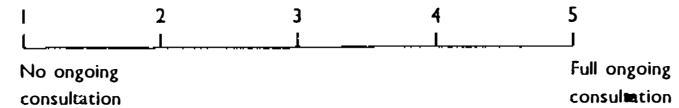
(58)

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(59)

1

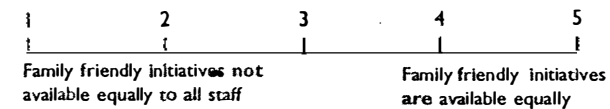
(On the following scale please circle the response that best describes this)



9. How did you become aware of the initiatives outlined in Question 7 above?

- ☐ Your manager
- ☐ A colleague
- ☐ At your job interview
- ☐ Other (please specify) _____

10. Do you think the family friendly initiatives your organisation offers are available equally to all staff?
(On the following scale please circle the response that best describes this)



Give reasons why you think that the family friendly initiatives available are or are not offered equally?

**For Office
Use Only**

(60)

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(61)

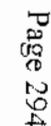
(62)

(67)

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(68)

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21. Which section of the organisation do you work in?

22. What level of the organisation do you work in?
(please ☒ tick the box that applies)

- ☐ Top management
- ☐ Middle management
- ☐ Supervisor/Team leader
- ☐ I don't supervise anyone
- ☐ Other (please specify)

23. What is your highest education level?
(please ☒ tick the box that applies)

- ☐ Up to and including School Certificate
- ☐ 6th Form Certificate, bursary or equivalent
- ☐ Some tertiary or technical study
- ☐ Completed tertiary or technical qualification
- ☐ Postgraduate work

24. What is your salary scale?
(please ☒ tick the box that applies)

- ☐ under \$20,000
- ☐ \$20,000 – under \$40,000
- ☐ \$40,000 – under \$60,000
- ☐ \$60,000 and above

For Office
Use Only

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(55)

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(58)

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(59)

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**Thank you for your time
and co-operation**

**Please return your questionnaire to me
in the envelope provided.**

As stated earlier, all your information is *strictly confidential*.



Family Friendly Workplace Questionnaire

Please complete the following questions by ticking the appropriate box(es) or filling in the relevant details where applicable.

Linda Liddicoat
School of Business
Nelson Polytechnic
Private Bag 19
Nelson



1. **People have different kinds of family responsibilities. Please ☒ tick the one statement that best describes your responsibilities:**

- ☐ Your family responsibilities are primarily regular and ongoing (e.g., looking after children or an elderly relative who live with you).
- ☐ Your family responsibilities are mostly periodic/occasional commitments (e.g., having the children for the school holidays or taking your turn to look after an elderly parent).
- ☐ Your family responsibilities are mostly unpredictable or emergency commitments (e.g., sick relative, having to go home for a family bereavement).

2. **The table below describes various family responsibilities. If they apply to you, please write down the number of people you are responsible for, and whether you are their main caregiver.**

Responsible for:	Number of people	Are you the main caregiver?	
Children under 2 years	[]	Yes	No
Children 2-4 years	[]	Yes	No
Children 5-16	[]	Yes	No
Elderly relatives	[]	Yes	No
Ill or disabled relatives	[]	Yes	No
Other situation (please describe)	[]	Yes	No

For Office
Use Only

(1)

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(5)

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3. Do you currently use any of the following:
(please ☒ tick ALL that apply)

- ☐ Childcare centre
- ☐ Eldercare facility
- ☐ Nanny or home care
- ☐ Other relatives as carers
- ☐ After school care
- ☐ School holiday programme
- ☐ Other (please specify)

For Office
Use Only
(23)

4. Since being employed by your current employer, have you experienced any of the following situations?
(please ☒ tick ALL that apply)

- ☐ Workloads that make it hard to make time for the family
- ☐ Work starting times that make family arrangements difficult
- ☐ Work finishing times that make family arrangements difficult
- ☐ Not having enough sick leave to look after family members
- ☐ Meeting times that clash with family commitments
- ☐ Being unable to attend training because of family commitments
- ☐ Expectations of overtime or weekend work that are hard to fit around home commitments
- ☐ Difficulty in getting time off for a family emergency
- ☐ Other situations (please specify)

(31)

5. Does your current position have prospects for promotion?
(On the following scale please circle the response that best describes your promotional prospects)

1	2	3	4	5
no prospects for promotion	limited prospects	good prospects	very good prospects	excellent prospects

Comments (if any):

6. Do you ever feel a conflict between the demands of work and home?
(On the following scale please circle the response that best describes this)

1	2	3	4	5
Never feel a conflict	Seldom*	Sometimes*	Often*	Always feel a conflict *

* If you feel there is a conflict between the demands of work and home, is there anything you think your employer might be able to do to ease this conflict?

For Office
Use Only

(41)

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(42)

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(44)

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(45)

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7. Does your organisation provide any of the initiatives listed below?

(Please ☒ tick ALL the initiatives you are aware of)

- ☐ Flexible working hours
- ☐ Job sharing
- ☐ Part time work
- ☐ Compressed hours
- ☐ Teleworking/Work from home
- ☐ Flexible leave
- ☐ Parental leave
- ☐ Childcare/eldercare
- ☐ School holiday programmes
- ☐ Other (please specify)

NOTE: If you did not tick any of the boxes in question 7 above, please go next to question 15.

8a. Prior to these initiatives being introduced were employees consulted about which initiatives were preferred?

(On the following scale please circle the response that best describes this)

1 2 3 4 5
No consultation Full consultation

OR: ☐ I do not know the extent of the consultation process.

For Office
Use Only

(47)

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(59)

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8b. Is there an ongoing consultation process in place on any of these initiatives?

(On the following scale please circle the response that best describes this)

1 2 3 4 5
No ongoing consultation Full ongoing consultation

OR: ☐ I do not know the extent of the ongoing consultation process.

9. How did you become aware of the initiatives outlined in Question 7 above?

- ☐ Your manager
- ☐ A colleague
- ☐ At your job interview
- ☐ Other (please specify)

10. Do you think the family friendly initiatives your organisation offers are available equally to all staff?
(On the following scale please circle the response that best describes this)

1 2 3 4 5
Family friendly initiatives not available equally to all staff Family friendly initiatives are available equally

Give reasons why you think that the family friendly initiatives available are or are not offered equally?

For Office
Use Only

(60)

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(61)

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(62)

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(67)

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(68)

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11. Do you use any of the initiatives your organisation offers?

(On the following scale please circle the response that best describes this)

1 2 3 4 5

Not at all

A great deal

If so, please tick the appropriate box(es) of the initiatives you use:

- ☐ Flexible working hours
- ☐ Job sharing
- ☐ Part time work
- ☐ Compressed hours
- ☐ Teleworking/work from home
- ☐ Flexible leave
- ☐ Parental leave
- ☐ Childcare/eldercare
- ☐ School holiday programmes
- ☐ After school care
- ☐ Other (please specify) _____

If not at all, why do you not use any of the initiatives?*

NOTE: * If you have answered "not at all" to this question, please skip questions 12 and 13 and go next to question 14.

For Office
Use Only

(70)

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2/1

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(13)

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12. Of the initiatives listed in question 11 which are the most important to you?

(Please list them in order of importance; 1 being of highest importance and 5 being of lowest importance)

1. (highest) _____

2. _____

3. _____

4. _____

5. (lowest) _____

13. Do the family friendly initiatives offered to you help you to better balance your work and family responsibilities?

(Please circle appropriate response)

1 2 3 4 5

No,
do not help me

balance
work and family
responsibilities

Yes, are very
helpful with
balancing work
and family
responsibilities

Comments: _____

For Office
Use Only

(15)

(25)

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(26)

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21. Which section of the organisation do you work in?

For Office
(53) Only

☐
☐

22. What level of the organisation do you work in?
(please ☒ tick the box that applies)

- ☐ Top management
- ☐ Middle management
- ☐ Supervisor/Team leader
- ☐ I don't supervise anyone
- ☐ Other (please specify)

(55)

☐

(56)

☐

23. What is your highest education level?
(please ☒ tick the box that applies)

- ☐ Up to and including School Certificate
- ☐ 6th Form Certificate, bursary or equivalent
- ☐ Some tertiary or technical study
- ☐ Completed tertiary or technical qualification
- ☐ Postgraduate work

(58)

☐

24. What is your salary scale?
(please ☒ tick the box that applies)

- ☐ under \$20,000
- ☐ \$20,000 – under \$40,000
- ☐ \$40,000 – under \$60,000
- ☐ \$60,000 and above

(59)

☐

As stated earlier, all your information is strictly confidential.



**Thank you for your time
and co-operation**

**Please fold in half,
staple and place in the internal mail to
Linda Liddicoat, K Block,
by 31 July 1998.**

Appendix C

WORK AND FAMILY SURVEY

The following 'Work & Family Survey' has been copied from Top Drawer Consultants and Families at Work publication *Work and family: Steps to success* (1996, p21-23).

WORK AND FAMILY SURVEY			
Zoomey Company would like to develop a better understanding of the family commitments of our staff. We know that most of our staff will have some kind of family responsibilities at some stage. They may include caring for children, a sick partner, elderly relatives or a family member with a disability. Sometimes work can make family life more difficult. Sometimes family responsibilities can interfere with work. We believe it is in your and the company's interest for us to understand your family needs and look at ways we can make it easier for you to both care for your family and do your job. This questionnaire is part of that process. It aims to provide the company with factual information on current and anticipated family commitments and to find out whether any particular problems or barriers exist to meeting these commitments. The information obtained will be treated in strictest confidence. The questionnaires are anonymous - please do not write your name on them. Return the questionnaire through the internal mail. A summary of the results will be published in the staff newsletter.			
Please tick the boxes.			
1. Are you:			
Female	☐	Male	☐
2. How old are you?			
under 20	☐	31-40	☐
20-30	☐	41-50	☐
over 50 ☐			
3. Are you			
Pakeha/European	☐	Maori	☐
Pacific Islander	☐	Asian	☐
other ethnic group (please specify) _____			
4. How long have you worked for this company?			
less than a year	☐	3-5 years	☐
1-2 years	☐	6-10 years	☐
		10+ years	☐

5. Which division do you work in?

Corporate ☐ Sales ☐ Maintenance ☐ Production ☐

6. How much do you earn each year?

under \$20,000 ☐ \$25-29,999 ☐ \$35-39,999 ☐
 \$20-24,999 ☐ \$30-34,999 ☐ \$40,000+ ☐

7. People have different kinds of family responsibilities. Please tick the nature of the responsibilities you have.

(please tick all that apply)

a. regular and ongoing commitments (eg looking after children who live with you)

Yes ☐ No ☐

b. periodic/occasional commitments (eg having the children for the school holidays or taking your turn to look after elderly parent)

Yes ☐ No ☐

c. unpredictable or emergency commitments (eg sick relative, having to go home for family bereavement)

Yes ☐ No ☐

d. Other (please state)

If you have answered NO to a, b and c, please go to question 12

8. The table below describes various family responsibilities. If they apply to you, please write down the number of children or people you are responsible for, and whether you are their main caregiver:

Responsible for:	Number of children/people	Are you the main caregiver?
Children under 2 years		Yes No
Children 2-5 years		Yes No
Children 6-16 years		Yes No
Elderly relatives		Yes No
Ill or disabled relatives		Yes No
other situation (please describe)		Yes No

9. Do you currently use any of the following?

(please tick all that apply)

- a. Childcare centre ☐
- b. Eldercare facility ☐
- c. Nanny or home care ☐
- d. Other relatives as carers ☐
- e. After school care ☐
- f. School holiday programme ☐
- g. Other (please specify)

10. Since being employed by this company, have you experienced any of the following situations?

(please tick all that apply)

- a. difficulty in getting time off for a family emergency ☐
- b. not having enough sick leave to look after family members ☐
- c. not having access to a phone to communicate with family members ☐
- d. being unable to attend training because of family commitments ☐
- e. meeting times that clashed with family commitments ☐
- f. expectations of overtime or weekend work that are hard to fit around your commitments ☐
- g. start times that make family arrangements difficult ☐
- h. Finish times that make family arrangements difficult ☐
- i. workloads that make it hard to make time for the family ☐
- j. other situations (please specify)

11. Please describe anything that the organisation or your manager has done to assist you to meet your family responsibilities.**12. What could Zoomey Company do to help you with your family needs? (eg. care, information, flexibility, leave)****13. Within the next five years, do you expect your family responsibilities to:**

(please tick the box that applies)

- a. remain the same ☐ b. increase ☐ c. decrease ☐

Thank you for your help

Appendix D

The following 'Family Friendly' Work Policies Survey has been copied from
Tudhope, J.L. (1994). *'Family friendly' policies: An alleged panacea.*
Unpublished Masters Thesis, University of Auckland. Auckland, New Zealand.

'FAMILY FRIENDLY' WORK POLICIES

Confidential
NoNameRequired

Name of Organisation:

Personal details:

1. AGE:

2. SEX: Female ☐

Male ☐

3. What do you consider to be your main ethnic heritage?

eg. New Zealand Maori; New Zealand European; Chinese.

4. What is your highest educational qualification?

School Certificate ☐

University Entrance ☐

Sixth form Certificate ☐

Higher School Certificate ☐

University ☐

Tertiary Bachelors ☐

Diploma ☐

Post Graduate ☐

Other ☐ Please specify:

5. Do you have any management training?

No ☐ Yes ☐ Please specify:

WORK SITUATION

6. How long have you been employed with this organisation?

Years Months

7. What is your current position in the organisation?

8. What length of time have you been in this position?

Years Months

9. Are you full-time, part-time, contract/casual?

Full-time ☐ Part-time (30 hours a week or less) ☐

Contract/casual ☐

10. What are the average hours per week you work? _____

Irregular hours (estimate weekly average). _____

11. What are your usual starting and ending hours?

to

12. Are you currently a member of a union/employers association?

No ☐ Yes ☐ Which one.

13. Are you currently operating under a collective or individual employment contract?

Individual ☐

Collective ☐

Don't know ☐

14. In terms of the amount of influence you feel you have in the organisation, where would you place yourself on the following continuum? Please cross.

I I I I I
A Lot Some None

DOMESTIC SITUATION

15. Do you have children? No ☐

Yes ☐ Please list their ages.

16. Who lives with you? Please list by relationship and age.

Example.

Relationship	Age	Relationship	Age
Son	4		
Mother in law	65		
Partner	36		
Nephew	16		
Friend	27		

17. WHO in your family has the main responsibility for the day-to-day arrangements for and care of children?

18. If you have children at home, what are your current childcare arrangements?

19. If you have a spouse/partner what is their employment status?

20. Is there anyone (whether living with you or not) for whom you provide special care to, eg. illness, handicap, or old age?

No ☐ Yes ☐

If yes, who?

21. WHO in your household has the main responsibility for seeing that home chores get done? (Home chores include tasks such as cooking, cleaning, repairs, shopping, gardening, keeping track of money and bills).

22. Do you hire anyone from outside to help with home chores on a regular basis?

No ☐

Yes ☐ How many hours per week?

What do they do?

23. Do you find that your work interferes with your family life/whanau?

Please cross where appropriate on the following continuum.

I I I I I
Never Sometimes Always

Please give examples:

24. Do you find that your family life/whanau interferes with your work?

Please cross where appropriate on the following continuum.

I I I I I
Never Sometimes Always

Please give examples:

	25. Does your organisation offer any of the following policies? Please tick.	26. How long have these policies been in place?	27. Are these policies available to you? Please tick.
FLEXTIME (Glide Time)			
JOB SHARING			
PARENTAL LEAVE POLICIES			
SICK LEAVE FOR DEPENDENTS			
CHILD CARE ARRANGEMENTS			
JOB RELOCATION PROGRAMMES			
OTHERS- PLEASE SPECIFY			

	28. How did you get information about these policies? eg.From employer, union, workmates.	29. When did you get information about these policies? eg. When first employed; promoted.
FLEXTIME (Glide Time)		
JOB SHARING		
PARENTAL LEAVE POLICIES		
SICK LEAVE FOR DEPENDENTS		
CHILD CARE ARRANGEMENTS		
JOB RELOCATION PROGRAMMES		
OTHERS-PLEASE SPECIFY		

	30. Do you <u>currently</u> use any of these policies? Please tick.	31. <u>Have you ever</u> used any of these policies? Please tick.	32. Were you given the opportunity to influence policy development?
FLEXITIME (Glide Time)			
JOB SHARING			
PARENTAL LEAVE POLICIES			
SICK LEAVE FOR DEPENDENTS			
CHILD CARE ARRANGEMENTS			
JOB RELOCATION PROGRAMMES			
OTHERS - PLEASE SPECIFY			

If there is anything else you would like to add please use the following space.

32. If your organisation does not have all, or any of these policies in place, would you like to see any of them implemented?

No ☐ Yes ☐

If no, why? If yes, which policies?

33. Why would these policies be useful to you?

34. How committed do you feel senior management are, or would be toward these policies? Please cross on the following continuum.

I

I

I

I

I

Not at all

A little

Moderately

Very

35. Is there anything hindering your involvement in development of personnel policy?

No

☐

N/A

☐

Yes

☐

Please specify:

36. Do you feel that using any of these policies has affected your progress in the organisation?

	Policy	Reason
Positively		
Negatively		
No change		

N/A

☐

37. Has your personal and/or family life been affected by these policies?

No

☐

N/A

☐

Yes

☐

If yes, please give examples?

38. Could these policies be made more effective for you personally?

No ☐ N/A ☐ Yes ☐

If yes, how?

39. What do you think the organisation could, or does gain from these policies?

40. How would you rate the priority of family friendly policies as an issue facing your organisation in the 1990's?

- Of top priority ☐
- A major issue but not of top priority ☐
- A minor issue ☐
- Not an issue at all ☐

41. Now I want to find out a little about how you feel about the organisation. Please write down up to five words which you feel best describe the character of the organisation.

THANK YOU VERY MUCH FOR YOUR TIME AND CO-OPERATION.

Date

Human resource manager

Organisation

Address

Dear

Confirming information as per our recent telephone conversation:

- I will bring with me ## questionnaires to distribute to staff on Wednesday 22 July.
- I will come to your office on Wednesday 22 July at 9.30am, to conduct the interview with you.

I look forward to meeting you on Wednesday 22 July.

Thank you.

Linda Liddicoat

Appendix F

QUESTIONS FOR HUMAN RESOURCE MANAGERS

1. Do you think employers have a responsibility to assist workers in managing the combination of paid employment and family life? (Can you tell me more about that...please explain etc.)

2. Does your organisation have a way of defining "family"? If so, how does your organisation define "family"?

3. What initiatives, if any, has your organisation got in place to help employees cope with the competing demands of family and workplace? Please describe these initiatives.

Prompts if necessary:

Flexible working hours (available to all?)

Job Sharing

Part time work/ temporary work (Are there specific jobs which fall under these categories)

Compressed hours

Teleworking/ work from home

Flexible leave, parental leave policies (do many take parental leave)

after school care and school holiday programmes

childcare

Policies on transfers (What happens if employees won't transfer)

Meeting times

4. Of the initiatives available to your employees which are the most important to them? (and/or which are the most used?)

5. Prior to the introduction of the initiatives were introduced were staff consulted about which initiatives they preferred? How was this consultation process carried out?

6. How do your employees find out about the policies and initiatives your organisation offers?

7. How much difference have these policies and initiatives made to your organisation?

What difference have they had on:
(question only if they haven't answered it above)

- Productivity
- Efficiency
- Staff turnover
- Absenteeism
- Employee Morale
- Promotion and succession planning
- Retention of staff following parental leave
- Company image
- Enhanced Recruitment

Were these differences what you had anticipated?

8. What prompted you to adopt these policies and initiatives?
9. Has there been any opposition to your policies and initiatives? If so what has been said?
10. Would you be interested in support with introducing more family-friendly initiatives and policies into your organisation? If so, what kind of support would you like?
11. How family friendly is your organisation? (On a scale from 0 (unfriendly) to 10 (very friendly) where would you place your organisation?)
- 012345678910

|-----|

UnfriendlyVery Friendly
12. Who do you think benefits from family friendly initiatives?

Appendix G

QUESTIONS FOR CEO/SENIOR MANAGERS

1. What prompted you to introduce family friendly initiatives into your workplace?
2. Is there a 'champion' with regard to family friendly in your workplace ie: someone who is pushing family friendly in your organisation?

If yes, what do they do and how influential are they?
3. How family friendly do you think your organisation is?
4. How do employees find out about the family friendly initiatives available in your organisation?
5. What role do managers have in disseminating information about family friendly initiatives?
6. What do you think are the benefits of family friendly initiatives for you and your employees?
7. What do you see as the future of family friendly in your organisation?
8. Link questions to outcomes of research.

Appendix H

QUESTIONS FOR UNION(S)

1. What is the Union attitude to family friendly workplaces and family friendly initiatives?
2. Has the Union pushed for family friendly initiatives in this workplace?
3. Is there any opposition within the Union to the introduction of family friendly initiatives?
4. What do you see is the future of family friendly initiatives in the organisation and overall?
5. How family friendly do you think this organisation is?
6. What other Unions are involved in this workplace?
7. What level of support (membership) does the Union have in this workplace?

Appendix I

QUESTIONS FOR STAKEHOLDERS

1. What is your attitude to family friendly workplaces and family friendly initiatives?
2. Have you encouraged the organisation(s) to develop family friendly initiatives?
3. Has there been any opposition to the introduction of family friendly initiatives?
4. What do you see is the future of family friendly initiatives?

Appendix J

FAMILY FRIENDLY QUESTIONNAIRE REPORT

Introduction:

In 1998 I visited six organisations in Wellington, Christchurch and Nelson to talk to Human Resource Managers about the family friendly initiatives available in their workplace.

At the same time a "Family-friendly Workplaces Questionnaire" was distributed to over 800 staff in these six organisations. Overall I received 390 responses to the Family Friendly Questionnaire. The findings from this questionnaire are the prime focus of this report.

This report is in two sections. The first section looks at the trends that have emerged overall ie: from respondents to the "Family Friendly Workplaces Questionnaire" of all six organisations. The second section looks at the trends that have emerged for [Organisation A] in particular.

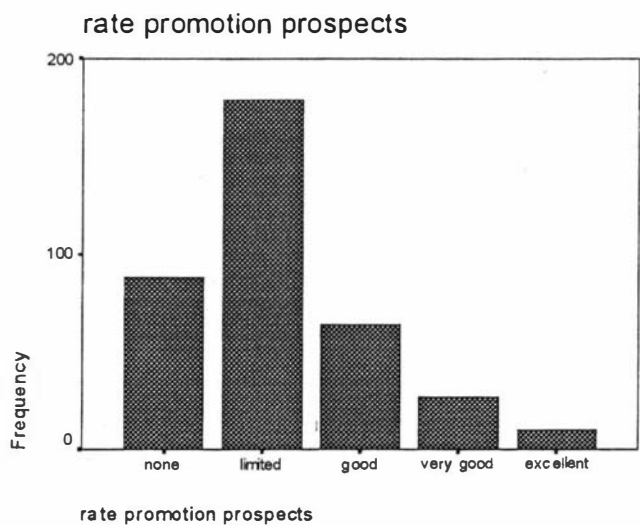
Note: Not all respondents answered all questions, as some of the questions were not applicable to them. Therefore, in some cases I have stated "of those who answered this question..." to try and clarify that not all respondents answered this particular question.

SECTION A – OVERALL RESULTS.

Summary of Findings:

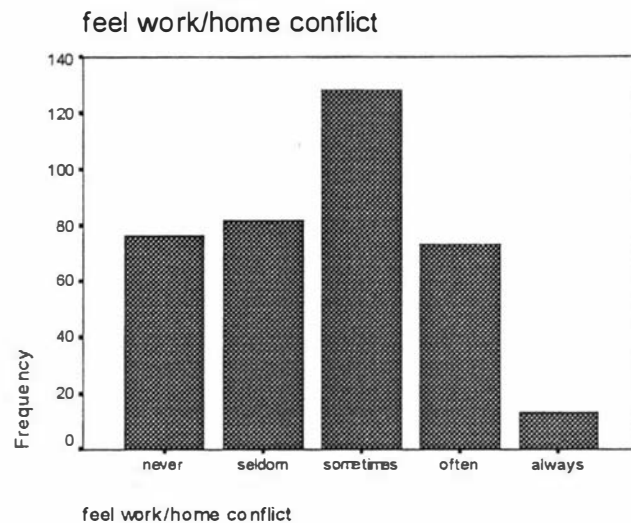
1. A predominance of females responded to the questionnaire overall (64.1%). Most respondents were in the 31-40 and 41-50 age brackets, (34.2% and 29.3% respectively); 125 respondents (32.3%) had worked for their current employer for 3-5 years followed by the 0-2 years and 6-10 years ranges which both had 90 respondents (23.3%). The majority of respondents (58%) were in positions where they did not supervise anyone, and the most commonly ticked salary range was \$20,000 - \$40,000 p.a. (47.2% of respondents) followed by the \$40,000 - \$60,000 salary range with 99 respondents (26.3%).
2. Question 1 asked about their family responsibility: *"People have different kinds of family responsibilities. Please tick the one statement that best describes your responsibilities."* The most commonly ticked statement was *"Your family responsibilities are primarily regular and ongoing"* (48.9%) followed by *"Your family responsibilities are mostly unpredictable"* (41.1%).

3. In Question 3 respondents were asked which childcare or eldercare facility or programme they used. Of those who answered this question, the most common carers used were relatives (or other family members). There were 79 respondents who said they use relatives/friends/family members to look after their dependents, followed by a childcare centre with 33 respondents.
4. Question 4 asked, "*Since being employed by your current employer, have you experienced any of the following situations?*" Of those who answered this question, the three most ticked situations were the following:
- *Workloads that make it hard to make time for the family* – 143 respondents.
 - *Work finish times that make family arrangements difficult* – 99 respondents
 - *Expectations of overtime or weekend work that are hard to fit around home commitments* – 97 respondents.
5. Question 5 asked about respondents current prospects for promotion. Of those who answered this question, few felt they had good promotional prospects, with 'limited' prospects (179 respondents; 48.6%) or 'none' (88 respondents; 23.9%) being the predominant responses. There were 368 responses to this question.



6. Question 6 asked respondents to rank the conflict they feel between the demands of work and home. The 5-point scale had "*Never feel a conflict*" at one end and "*Always feel a conflict*" at the other. Of those who answered this question (372 respondents); 76 respondents (20.4%) said

they never feel a conflict; 82 said they seldom feel a conflict (22.0%); 128 said they sometimes feel a conflict (32.8%); 73 said they often feel a conflict (18.7%) and 13 said they always feel a conflict (3.5%). As you can see from the following graph, the tendency is to never, seldom or sometimes feel a conflict between work and home.



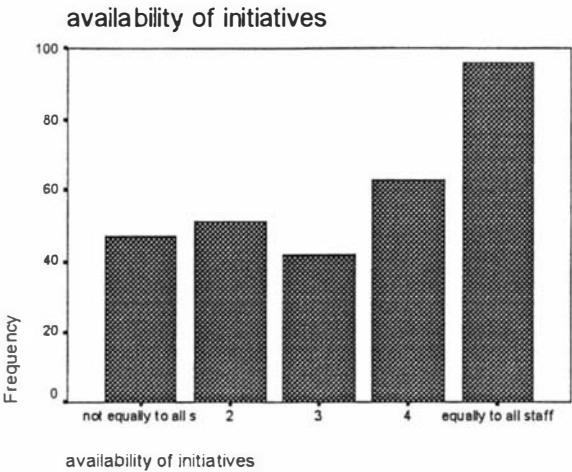
7. Question 7 asked respondents what family friendly initiatives their organisation provided. The three most popular initiatives offered were:
 - Flexible hours – 236 respondents
 - Parental leave – 208 respondents
 - Flexible leave – 193 respondents

8. Questions 8a and 8b asked respondents about the initial or ongoing family friendly initiatives consultation process in their organisation.
 In Question 8a, 223 respondents out of the 336 who answered this question, said they did not know about the extent of the **prior** consultation process.
 In Question 8b, 176 respondents out of the 338 who answered this question, said they did not know about the **ongoing** consultation process.

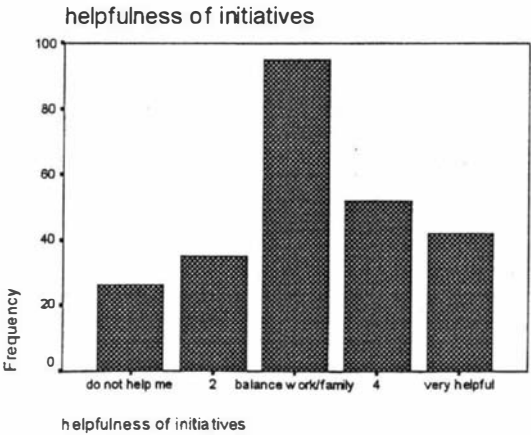
9. Question 9 asked respondents how they became aware of the initiatives offered to them. The most commonly cited way respondents found out about the initiatives was: via colleagues (123 respondents); followed by their manager (118 respondents). Other means of finding out included at their job interview (53 respondents), in their employment contract (29 respondents), general knowledge (20 respondents).

10. Question 10 asked respondents to rank whether the family friendly initiatives available in their organisation were available equally to all staff. Most felt that family friendly initiatives were made available to all staff equally as can be seen from the following numbers and the graph below.

On the scale from 1 being initiatives not available equally to all staff through to 5 being initiatives are available equally, 32% ticked 1 or 2 on the scale; 14% ticked number 3; and 53.2% ticked 4 or 5.



11. Question 11 asked which family friendly initiative respondents used. Of those who answered this question 185 respondents used flexible working hours, 143 used flexible leave followed by part time work with 50 respondents. This preference for flexibility was reflected also in Question 12.
12. In Question 12 respondents were asked to rank those initiatives that were the most important to them. Flexible hours came out strongly as importance 1, followed by flexible leave (importance 2), flexible leave was also ranked as importance 3 overall, followed by parental leave (importance 4) and job share (importance 5). Similarly, Human Resource managers in their interviews suggested that flexibility is important for their staff.
13. Question 13 asked whether the family friendly initiatives available helped respondents to better balance their work and family responsibilities. They were asked to rank their response on the scale from 1 “No, *do not help me balance work and family responsibilities*” through to 5 “Yes, *are very helpful with balancing work and family responsibilities*”. Of those who answered this question (250 respondents) 24.4% circled 1 or 2 on the scale, 38% circled the middle ranking on the scale and 37.4% circled 4 or 5 on the scale.



14. Question 14 asked "*How 'family friendly' would you say your organisation is?*" They had to rank their response on a scale from 1 "*Not at all family friendly*" through to 5 "*Very family friendly*". Of those who answered this question (345 respondents) 16.8% circled 1 or 2 on the scale, 47.2% circled 3 and 35.9% circled 4 and 5.

15. Question 16 asked respondents to gauge their family responsibilities over the next five years: 213 respondents thought their family responsibilities would remain much the same; 109 thought their responsibilities would increase; and 54 thought they would decrease.

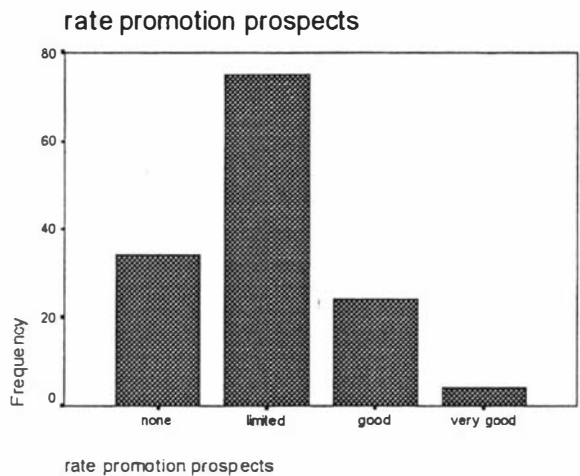
SECTION B – RESULTS FROM [ORGANISATION A]

I received 140 responses to the family friendly workplaces questionnaire from staff at [Organisation A]. The following findings are the results from the information contained in these 140 responses only.

Summary of findings:

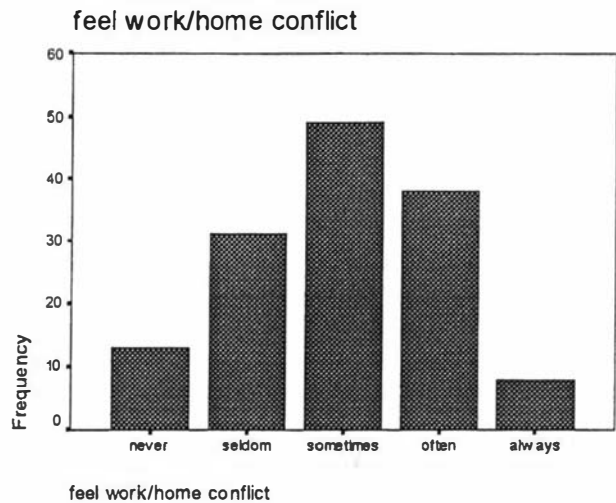
1. There was a predominance of females (61.4%) who responded to the questionnaire. Most respondents were in the 31-40 or 41-50 age brackets (47 and 54 respondents respectively). Forty-two respondents had worked at [Organisation A] for 3-5 years; 38 had worked at [Organisation A] for 6-10 years. Seventy-five respondents said they did not supervise anyone; 34 were Supervisors or Team Leaders; 22 were in middle management; 5 were in top management. The most common salary range was \$20,000 - \$40,000 p.a. and \$40,000 - \$60,000 p.a. with 61 respondents for each range.
2. Question 1 asked about respondents' family responsibilities *"People have different kinds of family responsibilities. Please tick the one statement that best describes your responsibilities."* Of those who answered this question, the most commonly ticked statement was *"Your family responsibilities are primarily regular and ongoing"* (60.9%; 81 respondents) followed by *"Your family responsibilities are mostly unpredictable"* (30.1%; 40 respondents).
3. In Question 3 respondents were asked which childcare or eldercare facility or programme they currently use. Of those who answered this question, the most common carers used were relatives (or other family members) with 25 respondents; followed by childcare centre with 16 respondents. Twenty-nine respondents said they did not use anything.
4. Question 4 asked, *"Since being employed by your current employer, have you experienced any of the following situations?"* Of those who answered this question, the four most ticked situations were the following:
 - *Workloads that make it hard to make time for the family* - 74 respondents.
 - *Work finishing times that make family arrangements difficult* – 56 respondents.
 - *Meeting times that clash with family commitments* – 49 respondents
 - *Work starting times that make family arrangements difficult* – 42 respondents

5. Question 5 asked about respondents' current prospects for promotion. Respondents were asked to rank their promotion prospects on a scale from 1 "*no prospects for promotion*" through to 5 "*excellent prospects*". Of those who answered this question 79.6% of respondents circled 1 or 2 on the scale; 17.5% circled number 3; and 2.9 ranked their promotional prospects as very good, no one ranked their promotional prospects as excellent. There were 137 responses to this question. Comments included: promotion limited to certain areas; next level up doesn't appeal; there are opportunities if you want to.



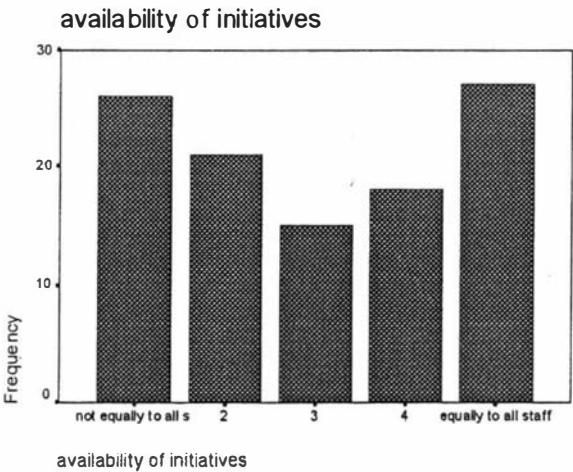
6. Question 6 asked respondents to rank the conflict they feel between the demands of work and home. The scale had "*Never feel a conflict*" at one end and "*Always feel a conflict*" at the other. Of those who answered this question; 13 respondents (9.4%) said they never feel a conflict; 31 said they seldom feel a conflict (22.3%); 49 said they sometimes feel a conflict (35.3%); 38 said they often feel a conflict (27.3%) and 8 said they always feel a conflict (5.8%). There were 139 responses to this question.

Twelve respondents suggested that a review of workload distribution or consistency would ease their work-family conflict; 7 said that it was part of life and not the employers fault.

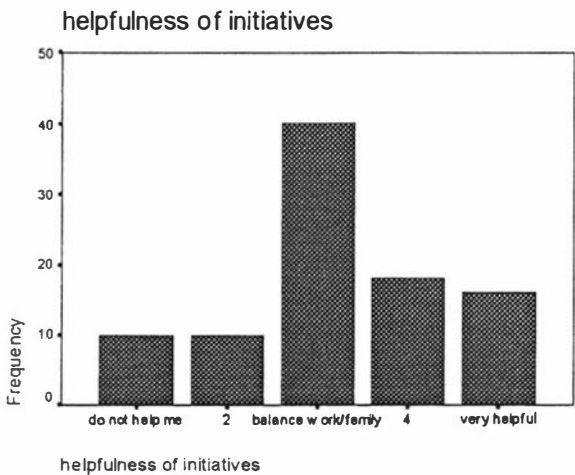


7. In Question 7 respondents were asked about the family friendly initiatives offered by their organisation. Part time work was the most ticked initiative with 98 respondents; followed by flexible working hours (89 respondents); parental leave (75 respondents); flexible leave (73 respondents).
8. In Questions 8a and 8b, respondents were asked about the initial and on going family friendly initiative consultation process. 98 respondents stated they did not know about the **initial** consultation process compared with 36 respondents who did, and 83 respondents said did not know about the **ongoing** consultation process compared with 49 respondents who said they did.
9. Question 9 asked respondents how they became aware of the initiatives offered to them. Respondents found out about the family friendly initiatives available to them from their colleagues (65 respondents); 40 respondents said they found out about the initiatives available to them from their manager; 16 said they found out at their job interview; 9 mentioned their employment contract and 7 mentioned the Union as a means of disseminating information on the family friendly initiatives.
10. Question 10 asked respondents to rank whether the family friendly initiatives available in their organisation were available equally to all staff. On the scale from 1 being "*Family friendly initiatives **not** available equally to all staff*" through to 5 being "*Family friendly initiatives **are** available equally*", 43.9% ticked 1 or 2 on the scale; 14.0% ticked number 3; and 42.0% ticked 4 or 5. There were 107 responses to this question.

Twenty-eight respondents said that it depends on who you are or who you know as to whether family friendly initiatives are available to you; 11 said it depends on your manager and 10 said it depends on the area you work in.



11. Question 11 asked which family friendly initiative respondents used. Of those who answered this question, the most utilised initiatives were flexible working hours (75 respondents); flexible leave (53 respondents); and part time work (32 respondents).
12. In Question 12 respondents were asked to rank those initiatives that were the most important to them. Flexible hours came out strongly as the highest ranked importance by 63 respondents; importance 2 was flexible leave with 34 respondents; importance 3 was also flexible leave with 12 respondents.
13. Question 13 asked whether the family friendly initiatives available helped them to better balance their work and family responsibilities. They were asked to rank their response on the scale from 1 *"No do not help me balance work and family responsibilities"* through to 5 *"Yes, are very helpful with balancing work and family responsibilities"*. Of those who answered this question (94 respondents) 21.3% circled 1 or 2 on the scale; 42.6% circled the middle ranking on the scale and 36.1% circled 4 or 5 on the scale.



14. Question 14 asked *"How 'family friendly' would you say your organisation is?"*. Respondents had to rank their response on a scale from 1 *"Not at all family friendly"* through to 5 *"Very family friendly"*. Of those who answered this question (131 respondents) 16.8% circled 1 or 2 on the scale, 54.2% circled 3 and 29.0% circled 4 or 5.
15. Question 16 asked respondents to gauge their family responsibilities over the next five years: 77 respondents thought their family responsibilities would remain much the same; 37 thought their responsibilities would increase and 24 thought their responsibilities would decrease.

Conclusions:

- Overall flexibility seems to be an important family friendly initiative for employees in helping them to better balance work and family responsibilities. Flexible working hours and flexible leave were important to the majority of respondents.
- The most commonly provided family friendly initiatives in the six organisations surveyed were flexible hours, parental leave and flexible leave, which shows that organisations are providing the flexibility that employees seek.
- The findings highlighted the importance of relatives, friends or other family members, such as a partner, their older child or grandmother in looking after dependants.
- A number of employees were unaware of the family friendly initiatives consultation process. Perhaps this is an area which could be improved in some organisations.
- Overall, most respondents seem to think that the family friendly initiatives available to staff were available equally throughout the organisation. Most also felt that the family friendly initiatives available to them were helpful in balancing their work and family responsibilities and overall more respondents thought their organisation was family friendly.