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WORK/FAMILY PLANNING: AN EXPLORATORY INVESTIGATION OF THE
100 BEST COMPANIES FOR WORKING MOTHERS

A Dissertation Presented

BY

ELIZABETH ANNE GILBERT

Submitted to the Graduate School of the University of Massachusetts Amherst in
partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

May 1996

School of Education

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WORK/FAMILY PLANNING: AN EXPLORATORY INVESTIGATION OF THE

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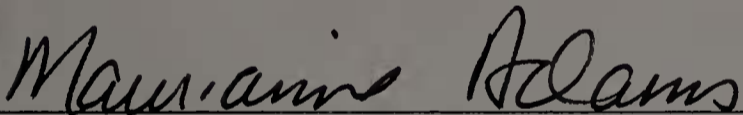
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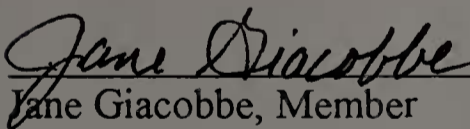
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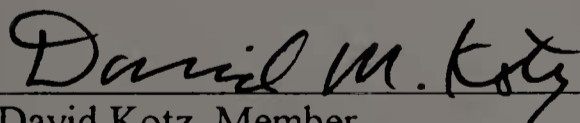
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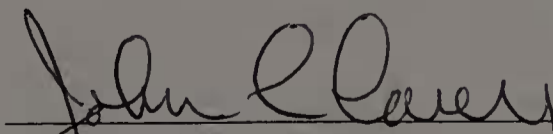
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This work is lovingly dedicated to Stewart M. Ascher, M.D.
Without his great wisdom, patience and unwavering support
this endeavor would not have been possible, and to my son,
Jacob Gilbert Gordon, the best son in the whole wide world.

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ABSTRACT

WORK/FAMILY PLANNING: AN EXPLORATORY INVESTIGATION OF THE
100 BEST COMPANIES FOR WORKING MOTHERS

MAY 1996

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This study provides current comprehensive information about the formal work/family planning practices of the "100 Best Companies for Working Mothers" (Working Mother Magazine, Moskowitz and Townsend, 1994). These companies are chosen by researchers from thousands of firms that actively campaign for a place on the "100 Best" roster.

The major objectives of this study were twofold: (1) to determine what factors may contribute to the successful implementation of employee work/family practices and (2) to examine the characteristics of companies which have initiated progressive supportive work family programs and to describe the state of art of corporate work/family practices.

The focus of this study was to examine the characteristics of specific work/family practices within U.S. private industry. The primary question addressed was, Do those corporations recognized as leaders in work/family policy management share similar traditions, comparable business philosophies and priorities, and certain industry, employee, and geographic characteristics?

A mail survey consisting of sixteen questions was used to examine the company characteristics of recognized leaders in work/family program development and to describe the state of art in corporate work/family practices.

Data analysis consisted of descriptive statistics and Pearson's correlation. Descriptive statistics were used to report and summarize findings on the survey items describing specific components of the firms' work/family practices. Pearson's correlation was employed to test the study's eleven research hypotheses.

Results of data analysis suggest that there is extensive and comprehensive development and use of work/family programs within the 100 Best Companies for Working Mothers. The trend appears to be toward greater long-range planning work/family. Unionized firms in this study outnumbered the national average two to one.

Study findings suggest that family supportive human resource programs are most likely to be adopted by companies that: have a large percentage of female managers and senior vice-presidents, maintain a relatively high proportion of well-paid, young, female technical and professional, skilled and non-union employees. Firms tend to be large in size, reflect a consumer orientation and have a history of concern for employees and their families' well-being.

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CHAPTER I

INTRODUCTION

Problem Statement

Efforts to assist and support working families in the United States today are construed in the media, in government, in business and in labor as a critical issue for the 1990's. As worker/parents are struggling to balance their employment roles with their family role, American employers are increasingly being called upon to respond to the implications of these inter-setting relationships.

The nature, scope and content of U.S. employers' response to work/family conflict occur within a complex volatile economic, social and political environment. Consideration of what may or may not be motivating employers to provide supportive work/family policies will be examined here within the context of specific historical circumstances and as an outgrowth of the actions and meanings associated with the practical and ideological understanding of work/family relationships.

The major objectives of this study were twofold: (1) to determine what factors may contribute to the successful implementation of employee work/family practices and (2) to examine the characteristics of companies which have initiated progressive supportive work family programs and to describe the state of art of corporate work/family practices.

The focus of this study was to examine the characteristics of specific work/family practices within U.S. private industry. The primary question addressed was, Do those corporations recognized as leaders in work/family policy management share similar traditions, comparable business philosophies and priorities, and certain industry, employee, and geographic characteristics?

This study may be described as both descriptive and exploratory in nature. It is descriptive because its purpose is to identify and describe the characteristics of a sample of 100 U.S. work/family supportive employers. It is exploratory because: 1) it is an attempt to identify and correlate some of the complex variables affecting the development and implementation of work/family programs in order to further understand the nature of supportive employers and, 2) there is a lack of research findings on characteristics of U.S. companies engaged in supporting work/family practices.

Background

Evidence suggests that the social, demographic, and economic need for U.S. employers to adopt family supportive policies is overwhelming (Burden and Googins, 1986; Galinsky, 1986; Hagan, 1989; Hewlett, 1986; Kamerman and Kahn, 1987; Lamb, 1983; Moen, 1990, Steiner, 1989; Voydanoff, 1987). In the past decade businesses have become increasingly aware of the new demographics of the workplace as well as vast structural changes in the nature of American families. As employers come to grips with problems such as difficulties recruiting and retaining employees, deteriorating

labor/management relations, soaring benefit costs, inefficient use of company resources, and decreasing productivity, they are forced to review and rectify work/family programs as a way to solve them.

A review of the status of private work/family policy initiatives in the U.S. reveals that U.S. employers respond in vastly different ways when addressing work/family benefits (Galinsky, 1986). There are distinct variations in the quality and quantity of private work/family programs among U.S. employing organizations (Raaabe, 1990). While it is true that the current availability of family responsive employer policies in the U.S. is by no means adequate, it is also true that that an increasing number of U.S. employers are recognized for initiating, developing and successfully managing progressive work/family practices (Axel, 1985, Friedman, 1986, Moskowitz and Townsend, 1993).

The focus of this research is on developing a profile of those employers who have been acknowledged for demonstrating a commitment to and extraordinary support of the efficient, productive and balanced use of quality work/family policies, benefits and services. To the extent that these companies work/family promotional efforts prove successful and responsive to both organizational and family needs, the greater the likelihood for creating a powerful inducement for workplace "change", and for generating the realization that a work/family responsive employer symbolizes a "good" workplace; one that may come to be emulated for leadership in this area.

Purpose of the Study

The purpose of this study was to identify specific variables that appear to be important determinants in the successful implementation of corporate work/family policies. It was hoped that by profiling the company characteristics of those U.S. firms previously acknowledged for demonstrating a committed and supportive position toward work/family policy development, this study would create data that: 1) could be analyzed to yield measures of the relationships between those patterns and phenomena most likely to cause the observed success in work/family policy development and, 2) could be used at some point in the future to explore causal factors in successful work/family policy development that might later be tested in an experimental design.

Speculation about the particular causes and patterns of the phenomenon investigated, and the research questions asked were based on previous theoretical constructs and research findings drawn from the literature on socio-economic demographic change in work/family structures, changing corporate policies and practices, and work/family human resource development as well as the researcher's own observations.

The major research hypotheses derived from a review of the relevant literature include the following:

Hypothesis #1: There is a positive relationship between a high percentage of female employees and extensive work/family policy development.

Hypothesis #2: There a positive relationship between a high number of female senior managers and vice-presidents and extensive work/family policy development.

Hypothesis #3: There a positive relationship between companies that have relatively young work forces and the quality and quantity of work/family programs offered.

Hypothesis #4: There is a positive relationship between companies that have a high number of highly skilled employees and organizational support for work/family programs.

Hypothesis #5: There is a positive relationship between measures of productivity and performance effects and developed work family programs.

Hypothesis #6: The use of long-range human resource work/family planning is positively related to organizational support of work/family programs.

Hypothesis #7: There is a positive relationship between extensive use of programs to support the advancement of women and developed work/family programming.

Hypothesis #8: Responsive work/family policies are more common among large employers.

Hypothesis #9: Work/family responsive employers are more likely to offer above average salaries.

Hypothesis #10: There is an inverse relationship between strong organizational support for work/family programs and unionization of the work force.

Hypothesis #11: Developed work family policies are common in companies that make products or offer services to the consumer market.

Significance of the Study

Although the last decade has seen vigorous research on many critical connections between work and family linkages, the nature of those linkages and their implications for transformatory change are extensive and many areas remain unexamined.

There are a number of areas of significance for a study like this. First, this study is significant because it examines factors which contribute to the nature and degree of employer response to the effects of family to work spill over. Though needed, there has been much less research done on the spill over effects of family to work than on the impact of peoples' work situations on their family lives (Crouter, 1984). By identifying and profiling the characteristics of family-supportive employers, a new conceptualization is provided for developing a more complete understanding of the existing reciprocal relationship between the family-to-work and the work-to-family linkages.

Second, this study is significant because no comprehensive study has been undertaken to examine the characteristics of companies recognized for their extraordinary support of working families. While there is little empirical evidence which indicates that U.S. employers believe in the benefits of providing work/family support to their employees

(LaFleur and Newsom, 1988), this study offers useful insights from the perspective of business executives about the kinds of workplace practices and policies that companies are utilizing to reduce work/family conflict.

A third area of significance lies in this study's potential to create an understanding of the ways in which organizations benefit from facilitating both work and family needs. Much of the existing work/family research illustrates and emphasizes the weaknesses and or, negative results of the lack of work/family policies within U.S. employing organizations. In so far as work/family researchers demonstrate a more optimistic understanding of employee work/family policy development and implementation processes, the more possibility for producing a practical and desirable business response, and ultimately, the implementation of innovative and progressive solutions for working families.

A fourth area of significance lies in this study's potential to provide a common ground for the simultaneous attainment of organizational and scientific goals. Often the goals of business and science are very different; the primary mission of business is profit-making, while the principle goal of researchers is to obtain candid and unbiased data. This study allowed the researcher to describe her endeavor in relation to corporate goals by hosting work/family research that would aid those corporations studied to convey a very positive public image regarding corporate care and concern for employee well-being. This study represented an opportunity for the researcher and the companies studied to obtain high quality objective data about possible causal mechanisms for the successful implementation of work/family programs.

This research also provides other firms interested in work/family policy development information on what their colleagues are doing in the area of planning for work/family human resource needs, and the benefits that have been accrued. It is hoped that this study brings greater recognition to the need for organizations to pay attention to the work/family needs of their employees.

Finally, the results of this study should lead to further research which may prove helpful in supplementing theoretical and methodological knowledge about the conditions under which various work-family processes do or do not emerge in the workplace.

Limitations of the Research

This study has limited scope in that it was designed to address "one" theme in the complex area of work and family policy development. It was limited to a survey of 100 companies taken from a list of the "100 Best Companies for Working Mothers" published in Working Mother Magazine (Moskowitz and Townsend, 1993).

As in most complex issues, a single research design is seldom sufficient to test conclusively for a multiplicity of factors which may affect results. This study was limited in that it was impossible for the researcher to control for all extraneous and independent variables. Because "self selection" has occurred, the possibility that another variable or variables might account for differences in work/family support is significant.

Inevitable naturally-occurring confounding variables cannot always be dealt with statistically because they represent how the world really works. For example, possible reasons for a company's involvement and support for work/family programs, and

descriptions of how they go about making changes in this area, are likely to reflect individual preferences, or particular management styles that vary from manager to manager, department to department, company to company etc.

A potential weakness of this study was the risk of improper interpretation due to strong similarities in employer profiles and a lack of variation in the data collected. Because the study population was selected from a select group of the "best" companies for working mothers, it was expected that some correlation's would be minimized.

Business environments are very complex, making it difficult to untangle causal relationships. To attempt to break down into multiple elements as complex an area as corporate work/family support, brings into question the "meaningfulness" of "success" in employer work/family support. "Success" in a complex area such as a family-supportive corporate environment might be obtained in a multiplicity of ways.

The research design and methodology used in this study, specifically a correlational approach to analyzing relationships between variables, cannot be used to determine "cause and effect" relationships among those variables correlated. The presence or absence of a correlation in this study should not be construed as a predictor of a particular corporate posture. The intention of this exploratory study was not to prove or disprove that those variables chosen lead to well developed work/family policies, rather the objective was to identify the relevant characteristics within a group of companies that are utilizing a range of formal supportive work/family planning models advocated in the literature. No simple cause and effect statements are justified or intended.

Finally, this study is limited because survey research, as a distinctive methodology, substantially lacks the depth and clarity of data that a more qualitative examination would provide. Due to the non-verbal and indirect nature of the questionnaire format, respondents are less likely to reveal an in-depth picture of their true opinions and feelings. For example, respondents in this study were not likely to respond honestly to any "negative" aspects of their company's work/family programs. A human resource executive or work/family coordinator quite possibly as an invested member of the human resource department, would not be objective with regard to her/his impression of their company's work/family programs.

Further difficulty in obtaining candid information regarding the negative aspects of work/family policy development might also be attributed to the fact that: 1.) the focus of the study itself is on portraying a "positive" corporate image, 2.) there is a lack of flexibility and adaptability with factual information gathering in survey research and, 3.) there is a lack of human interaction in survey research, which provides less complete information.

Overview of Subsequent Chapters

Chapter II discusses relevant theory and research. The literature review opens with an examination of historical shifts in the socio-economic, structural and demographic arrangements that act as mediating influences in the work/family interface. The current

status of the American family, the workplace and the relevance of work/family policies and practices to organizational performance is also discussed. The chapter closes with a discussion of the contemporary research relevant to this study.

Chapter III presents the research questions and the methodology used to test them. Questionnaire development, pretest information and the classification schema used in the study are also described. Statistical tests and operational definitions are explicitly presented and discussed.

Chapter IV presents research findings and statistical analysis. Part one of the chapter presents descriptive findings on specific company characteristics, while part two describes in mathematical terms, the strength of the relationships between the variables chosen in the study's research questions.

Finally, Chapter V contains a discussion of the results. A summary of the major conclusions are presented and suggestions are made for future research efforts.

CHAPTER II

Literature Review

Introduction

Over the past several years the dependent-care and domestic responsibilities of employees have become increasingly salient to the American employer, particularly as U.S. employers continue to see a transformation in labor force participation, advanced economic conditions, and concurrent changes in the structure of American families (Aldous, 1990). With the tremendous influx of women, wives and mothers into the labor force, the subsequent rise in the number of men in dual-earner families, and the dramatic increase in single-parent households, an increasing number of employees of both sexes struggle to be both competitive and productive at work while balancing domestic responsibilities at home.

Ideologically and functionally however, the U.S. in 1995 is at a stalemate on the work/family debate. The U.S. lags far behind the majority of industrialized and developing nations in the adoption of family responsive policies and is the only industrialized country that does not provide some form of national family policy, national health insurance benefits, national cash benefits, a national maternity or parenting benefits package, and a comprehensive national policy mandating job-protected leaves at the time of childbirth (Hewlett, 1986; Kamerman and Kahn, 1990; Zigler, 1988).

It is the premise of this paper that companies in this study (and others) have been and continue to be influenced by: 1) historical shifts in socio-economic, structural, ideological and demographic arrangements that act as mediating influences in the work/family interface and, 2) historical changes in the nature of the work/family

relationship. To understand the contemporary relationship of work and family we must understand the historical legacy of their spatial, temporal and ideological connections for these connections both color and shape their on-going conjointment. Because conventional conceptions of work and family are mistakenly narrow and monolithic, understanding historically specific and socio-economically structured work/family relationships legitimizes a view of work and family that is both multi-dimensional and constantly changing.

While reasons for significant corporate work/family support remain open to speculation employer work/family policy development will be viewed here within the context of work/family relationships as a product of specific historical circumstances, and as an outgrowth of the meanings and actions associated with the changing theoretical, conceptual and methodological formulations used to describe the nature of work/family linkages.

Historical Trends of Work/Family Relations:

A Survey of the Past

While, work/family relationships have existed throughout U.S. history, the nature and specific characteristics of these relationships have evolved over time. While we tend to examine work/family issues within the present context or the immediate past, significant shifting of work/family relationships has occurred over our 300+ year history. An examination of these arrangements over three centuries provides relevant insights into the

ever-evolving dynamics of workplaces and families and clarifies some of the dilemmas and conflicts that contemporary society is experiencing as we attempt to resolve our own work/family conflicts.

Prior to industrialization, pre-capitalist Colonial America (1600-1700) was characterized by: economic and family lives that were merged, work/family relationships that were the direct result of a family unit that ideologically and practically functioned as the only economic and social unit in society, the complete social and economic dependence of family members on one another for survival, and work/family conflicts that were handled at home (Demos, 1970).

The Pre-Industrial era (1770-1880) saw home-based economies that gave way to business enterprises, the fracturing of family, home and work sites, the re-organization along gender lines of domestic and income-producing labor and, the functional and ideological separation of male and female roles into separate spheres/domains (Gerstel & Gross, 1987). While there were a number of exceptions, in most social classes men became the primary wage earner and most married women were excluded from the marketplace. In place of waged work, most women were relegated to privatized family and domestic responsibilities. The family continued to be seen as the basic social unit in society, essential to social order (Kessler-Harris, 1989).

It should be noted that women have always worked. It appears that at one time or another since Colonial times, women have engaged in all occupations available to men. In Colonial times many of the women who worked outside of the home were widows with children to care for who stepped into their husbands' work roles. The list of known occupations that Pre-Industrial white women engaged in continues to grow as old

documents are discovered and as new histories of womens' work are written. Women during this time period worked outside of the home as innkeepers, shopkeepers, craftpersons, nurses, printers, teachers and land holders (Dexter, 1924). It appears that there was no objection to married women supplementing the family income by any means she found convenient. Single women on the other hand were socially discouraged from employment outside of the home because their employment posed an economic threat to their communities and men who needed women to marry, produce children and provide for all household needs (Wertheimer, 1977). Slave women in the southern colonies were the source of much labor critical to the operation of southern households. Women, men and children were subjected to a lifetime of labor.

Industrialization (1880-1920) propelled the nation into a new capitalistic era characterized by urbanization, a great expansion in the scale of production, a dramatic increase in the waged labor force with labor becoming employment, the further separation of family work from the home, the restructuring of families' domestic lives to meet the needs of employers, and the incorporation of families into organizational life (Kanter, 1977).

Not surprisingly, with the continuing emergence of industrial capitalism, a new predominantly middle/upper-class ideology developed in order to rationalize new familial relationships. This conceptualization often referred to as dual spheres, the public/private split or the myth of separate worlds, now defined new societal requirements for the family's relationship to work and to society. Dual spheres essentially pre-supposed that business and private lives were separate realities, gender roles were clearly differentiated, and families were an independent system that existed outside of the employing

organization. Ideologically the lines that divided family and work were seen as absolutely necessary because the two realms operated on separate independent principles. This development encouraged and ensured the male position as breadwinner and equated the male role with the economic domain. The functional role of the middle and upper class woman was to oversee her household and her family.

Life for the poor, immigrants, blacks and other ethnic and racial minorities hardly reproduced the dominant Victorian culture. Men and women in these groups did not inhabit the same separate spheres occupied by their white, native born, new and old middle and upper class counterparts, rather they developed their own work and domestic spheres. The traditional lower wages of these disadvantaged groups forced women to stay in the labor force in order to maintain a stable family life. In fact, some of these women were earning incomes when husbands, brothers and sons could not (Smuts, 1971).

20th Century

In the absence of government programs between 1880-1930, employers established welfare capitalism. In view of the growing realities at the time of the potential conflicts between the goals of production and family needs, welfare capitalism set the stage for the development of work/family policies (Zahavi, 1988). In order to address perceived inadequacies in the workforce, to garner the loyalty of employees and their families, to avoid a rise in labor unions, and to reduce any conflict created by the participation of women and children in the labor market, employers established homes, churches, schools, and recreation centers for families (Brandes, 1976). Medical care was

provided, pension and profit sharing plans were introduced and childcare in the form of company nursery schools were established and available for children as young as six to eight weeks of age, freeing mothers to work in the mills (Brandes, 1976).

During the Great Depression the U.S. government became a significant part of the work/family equation when it declared its duty to protect family welfare from the ravages of industrialization (Axinn & Levin, 1982). The New Deal programs were the first social service policies established to support the average American family.

WWII saw a dramatic increase in the participation of women in the labor force. For the first time, women in very large numbers held jobs outside of the home and individually, as single parents, assumed work and family responsibilities (Bose, 1987). Some of the stress experienced by working mothers during this time period was the result of the unavailability of childcare resources (Mintz & Kellogg, 1988). Statistical references indicate that women changed jobs twice as often as men and were absent from work twice as much (Sidel, 1986).

After the war, the ideological and functional separation of work, home and gender roles was re-introduced when women were forced to leave their jobs so that men could return to the workplace. During this time period and throughout the 1950's, a majority of American families (70% by 1959) conformed to an idealized and standardized life of the middle-class suburban traditional family (Masnick & Bane, 1980). Women were expected to conform to the expectations that they be satisfied with competently and creatively running their households, and caring for her children while their husbands went out to

work (Friedan, 1963). Men on the other hand, were expected to conform to life in corporate America and the demands, power and influence that corporate America had in socializing them and their families into corporate life (Whyte, 1956).

Despite barriers to women employment outside of the home, many women did not return to their former way of life, even though they were displaced from heavy industries by men. Instead middle class white women found employment in the more "traditional" women's jobs (teaching, nursing, and clerical work, and sales help) that became available in the expanding service sector of the economy. Working class, black and minority women continued to be employed in high numbers. In 1955, 34.7% of all married women with children aged 6-17 years and 16% of married women with children 0-5 years were employed in the labor force; in 1960 that number rose to 39.0% and 18.6% respectively (U.S. Dept. of Labor, Women's Bureau, 1974).

Despite appearances that work and family life were completely separate realities, it was at this time that employers introduced family benefits such as family health insurance and pension plans. Although these benefits had been created during World War II as a means to circumvent the constraints of postwar wage freezes, they became an important link in work/family relations as corporations began to acknowledge the existence of the employee's family.

Post-1950's America

Post 1950's America has seen a radical transformation in family structure, the nature and location of jobs, labor force composition and participation, and advanced technological and economic conditions (Zedeck & Mosier, 1990). These changes have reshaped our basic social structures, the workplace and the family and redefined the relationship between them.

Demographic Aspect of Change

Today, work/family researchers use economic, social and structural criteria to focus on specific demographic change. They analyze the massive changes in the statistical measures of family and work life by examining changes in the composition of the labor force, changes in family structure, changes in work patterns and changes in the structural economy. The following paragraphs will highlight several developing demographic, social and economic changes that profoundly impact the contemporary work/family interface.

The Changing Workplace

The workplace of the 1990s is in the midst of intensive change on all levels. Researchers cite a number of factors to describe these changes including: the replacement of the primacy of goods with services and information, reliance on high technology, brain power and a highly educated workforce, movement toward a world economy with trade taking place in a world community, the dethroning of the supremacy of American industry and resulting job loss and layoffs of millions of Americans, subsequent intense scrutiny of the efficacy of the American workplace, the quality of the American worker, and increased

interest in improving management systems and quality of work life (Hudson Institute, 1987). Such events require major organizational response and often a redirection of corporate resources. Employers are forced to focus on what Bell (1982) aptly refers to as "socializing" (human welfare) functions rather than exclusively on profit-making or economizing functions.

Employers today are moving toward workplace innovations which take into account the personal and family needs of their workers as they face a new breed of workers with shifting values and attitudes, a decline in the preeminence of the workplace as the norm, and recognition of the impact of family life on work performance (Naisbitt and Aburdeen, 1987).

The Employment Status of Women

Post 1950's women, motivated by the need for income and the desire for career opportunities, continue to re-think their work and family commitments. The tremendous influx of women (wives and mothers) into the labor force is perhaps the most significant change in the American workplace since the 1950's. Not only are more women than ever at work in the 1990's, they are apt to spend a much longer period of time working than at any other time in the past.

In 1990, 58% of all American women were in the labor force (U.S. Bureau of Labor Statistics, 1991). Labor force projections indicate that by the year 2000, female labor force participation will be 62.6%, almost double that of 1959 (33.9%) (Monthly Labor Review, 1989). Married women are almost as likely as single women to be employed (U.S. Bureau of the Census, 1991).

Children can expect to have mothers who work outside the home. More than half of all married mothers with young children (under age 6) were in the labor force in 1990. (U.S. Bureau of Labor Statistics, 1990). Today, 50% of women with children one year or younger are working and 75% of these mothers are working full-time (U.S. Bureau of Labor Statistics, 1990). Current estimates indicate that 80% of employed women are of childbearing age and more than 90% of these workers will become pregnant during their working lives (Stautberg, 1987).

Changes in the Structure of Families/Households

The movement of women in large numbers into the labor force and their inclination to stay there has happened at the same time that U.S. families have undergone major restructuring. In the 1990's, the traditional nuclear family with a male as the sole wage earner makes up less than 10% of all American families (U.S. Dept. of Labor, 1991). Concurrently, the number of dual-earner, single parent, and unmarried-couple families is steadily increasing. It has been argued that women's financial independence has contributed to the diversity in family structure.

Post-industrial marriages are occurring later in life and are less likely to be lifelong. While married couple families still heavily predominate U.S. family types, their predominance has decreased by more than seven percentage points since 1975 (U.S. Bureau of the Census, 1990). In 1989, married couples of all races accounted for 79.2% of the population: dual-earner couples accounted for 45.7% of the population (U.S. Bureau of the Census, 1990). More than two-fifths of the workforce are spouses in

working couple households (U.S. Bureau of the Census, 1990). Most husbands of working wives continue to be the top wage earner in their families (U.S. Bureau of the Census, 1990).

There were twice as many divorces during the early 1980's as there were during the mid 1960's and three times as many as during the 1950's (U.S. Bureau of Labor Statistics, 1990). In 1990, the divorce ratio (the number of currently divorced persons per 1,000 currently married persons) was at an all time high of 166 for women and 118 for men (U.S. Bureau of the Census, 1990).

Due to a large increase in divorce and the high rate of teenage pregnancy the number of single parent homes has grown to a point where more than one-quarter of all families with children now live in single-parent homes (U.S. Bureau of the Census, 1995). Almost 60% of all children will live in a single-parent family for a significant period of time before they are 18 (Bureau of the Census, 1995).

Corporate Involvement

The work/family debate in the U.S. is dominated by an agenda that suggests that change in this area is the responsibility of private sector employers and voluntary solutions (Cobble, 1990). Corporate involvement in benefits and programs to support working families began approximately fifteen years ago. It was at this time that corporations began to take notice of the rapidly changing workforce demographics described above, especially the dramatic influx of women into the labor force, the increasing number of dual-earner families and the rise in single parent households.

Throughout the 1980's pioneering Fortune 500 companies, anchored by pragmatic considerations including corporate growth, a positive economic environment and labor shortages, fostered the development and expansion of work/family initiatives. These companies tended to view family benefits as a strategic business initiative tied to employee recruitment and retention and corporate efforts to increase productivity.

Today, dependent care options have broadened to include a range of choices for working parents. New technological and structural arrangements have provided greater options for flexibility in the organization and structure of work.

Still, it is the general consensus among work/family scholars that there are distinct variations in the quality and quantity of employer work/family policies (Raabe, 1990), that work/family policies are largely optional for employers (Kamerman and Kahn, 1987; Raabe & Gessner, 1988) and that these policies are still only available at a small minority of American workplaces (Axel, 1983; Burden and Googins 1987; Friedman, 1986; Hagan, 1989; Hagan, 1990a; Hayghe, 1988; Hewlett, 1986; Hughes and Galinsky, 1988; Kamerman and Kahn, 1987; Lamb, 1983; Moen, 1989; Nollen, 1989; Raabe & Gessner, 1988; Steiner, 1989; Zigler, 1988).

Work and Family Research and Applications

One of the most often cited reasons for the continuing emergence of work/family relationships as a research topic is the continually developing programs and legislation directly related to organizational involvement in work/family issues (Axel, 1985, Kraut, 1990, Voydanoff, 1992; Zedeck and Mosier, 1992). The nature of family policy studies draws upon multiple theories and applications from numerous social and scientific areas

(Kagan and Klugman, 1983). Due to the interdisciplinary nature of work/family linkages and the diverse and sometimes divisive set of theories used to describe the extent and nature of the variation in these linkages, for purposes of this study, an emphasis is placed on research examining those areas of theoretical and methodological development specific to the antecedents and consequences of change in work structures and practices and the link between work/family policy and organizational and family outcomes.

A critical assessment of the body of research addressing the work/family interface and its relationship to family policy paints a complex and inconclusive picture. The definitive need for an improved conceptual and theoretical understanding of work/family connections is explicit in the literature (Bowden, 1988).

Kanungo and Misra (1984) argue that the theoretical relationships between work and family are complex and largely unknown; the theoretical rationales or the underlying mechanism of the models are not clearly formulated. While sometimes guided by conceptual perspectives, much of the organizational research on work and family issues remains a theoretical. Kingston (1990) argues convincingly that although work and family life have fairly well defined foci, as a research topic it has not been born out of any unresolved theoretical problem.

To date, a comprehensive theoretical framework for viewing employer response to employee family responsibilities has not been developed; understanding the reasons for significant corporate work/family support remains open to speculation (Raabe, 1990). One of the most difficult problems facing researchers is a lack of an overarching theoretical model of work/family linkages which specifies the nature and potential impact of employer support mechanisms on these linkages (Bowden, 1988).

Without the foundation of an overarching theoretical model, attempts to understand the nature and potential impact of employer support mechanisms on work/family linkages are limited and conceptualizations of employer responsiveness are restricted by narrow, limited, and operational definitions (Raabe, 1990).

While the problem of inadequate theoretical conceptualizations is apparent in the research literature, it is also apparent that as work/family scholars have built their knowledge of work/family linkages and processes, they have developed several specific organizing frameworks for considering the range and reasons for employer response to work/family issues (Voydanoff, 1992).

The framework for this study draws upon the contemporary work in theory building by Helen Axel (1985), Dana Friedman (1987), Hughes & Galinsky (1988), Galinsky, Hughes, and Hernandez (1991), and Moskowitz and Townsend (1993). In an effort to better understand and more fully explore the complex reasons for employer support (or non-support) for equitable work/family policies, these researchers examine: 1) the relationship between the cumulative impact of dramatic and complex demographic and social changes on the corporate response to the work/family dilemma, 2) the overall effect of bottom-line rationales on potential work/family policy reform, 3) the influence of corporate culture on decision-making processes involving the development and implementation of work/family initiatives and, 4) how the organization and structure of work and family via gender-based barriers, impacts men and women differently.

According to Axel (1985), the hallmark of companies taking the lead in creating new family supportive human resource policies and practices is their awareness and responsiveness to a changing environment. Employers doing research in work and

family are at the forefront of companies grappling with the kinds of profound changes in the demographics and values described earlier in this paper. Competitive strategies and the existence of staffs skilled at scanning the firm's environment, as well as the size and make-up of an organization's work force have been suggested as predisposing factors in a firm's ability to recognize and to act on such issues (Milliken, Dutton, and Beyer, 1990).

Axel (1985) refers to a number of other corporate attributes that contribute to family supportive environments and policies. These companies commonly are:

- a) In industries that face shortages of highly qualified employees.
- b) Have relatively young work forces.
- c) Have a high proportion of female employees.
- d) Are non-union and therefore less constrained by institutionalized labor-management relationships, or are unionized and have unions with notable records in advocating family benefits for their workers.
- e) Are close to the founder's (CEO's) traditions and as a result have a history of strong concern for employees' well being.
- f) Make products for or offer services to the consumer market.

Other organizational scholars believe that companies become more responsive to family issues when there is significant "pain", that is, when family related problems cause management concern about the bottom line (Beer, 1980).

Friedman & Galinsky (1992) created a framework for understanding the corporate rationale for forays into the work/family arena. According to these researchers industry's work/family benefit expansion stems from concern about:

- a) Recruiting and retaining a productive work force in face of current changes in the labor market, specifically the effects of a labor pool that is smaller and less prepared to deal with the demands of increased communication and technological skills.
- b) Equity issues.
- c) Union pressure.
- d) Changing employee values.
- e) Attempts to break the glass ceiling.
- f) Threats of government mandates that require a forced response by corporations.
- g) Increased employee expectations for corporate work/family support.
- h) Productivity loss due to dependent care.
- i) Competition.
- j) Size of the employing organization.
- k) Family-owned businesses.
- l) The presence of champions within the organization whose experience and values shape and affect corporate policy.

Moskowitz and Townsend (1994) in their nine annual surveys for Working Mother Magazine of the "100 Best Companies for Working Mothers" use four criteria to rank corporate support for working families. Their criteria include:

- a) Salary/adequate wages.
- b) Opportunities for women to advance.
- c) Support for childcare.
- d) A diversity of family-friendly benefits (above and beyond child care).

Work and family scholars Galinsky, Friedman and Hernandez, (1991) developed a model of the evolution of the development of employer work/family programs after they examined the stages that companies go through in the process of developing responses to family needs. These researchers found that companies move along a continuum of involvement, commitment, and support over a several year period from Stage I companies who utilize a fragmented extremely cautious approach based on developing the most basic work/family resources, to Level II companies who reframe work/family issues via an integrative approach which incorporates commitment, processes and solutions and

integrates all company policies in terms of the work/family balance, to Stage III companies who re-examine and remove obstacles to becoming a family supportive employer by changing the company culture.

Reasons for Corporate Involvement

Specific organizational characteristics addressed in this paper include: 1) the type of industry in which the organization operates, 2) internal organizational demographics such as the percent of the female employee population, the percent of female managers and vice-presidents, the percent of employees that are of childbearing age, and the percent of highly skilled employees, 3) specific areas of managerial attention and concern such as linkages of work/family issues to: a) the corporate culture, b) productivity and performance, c) long-range strategic business planning and, d) the integration of work/family policies with programs that support the advancement of women and, 4) study variables such as the size of the company, salary, geographical location, the extent of unionization, the number of years policies have been in place, and the range of policies above and beyond childcare.

The following section describes the research to date associated with the organizational variables identified as contributing factors of corporate support for work/family issues.

Industry in Which the Organization Operates

A number of work/family experts have noted that employer responsiveness to work/family concerns appears to vary by industry (Axel, 1985, Friedman and Galinsky, 1992; Galinsky, Friedman and Hernandez, 1991). For example, companies in the growth sector of the economy (i.e. high tech) have more financial resources to spend on employee benefits (Axel, 1985). Research by Galinsky, Friedman and Hernandez (1991) revealed that work/family initiatives were particularly widespread in industries such as chemicals, pharmaceuticals, scientific and photo equipment, commercial banking, and life insurance. As work/family assistance became a competitive issue, the involvement of one or a few industry leaders caused a snowball effect. In order to remain competitive and maintain and positive corporate image, other similar companies follow suit. Morgan and Tucker (1991) found pharmaceutical, computer, and health care companies particularly receptive to work/family issues, while construction and heavy manufacturing businesses were not. Similar industries have been shown to be very supportive of child care programs (Anderson, 1983; Auerbach, 1988; Burud, Ascbacher, & McCroskey, 1984; Magid, 1983). Institutional theorists DiMaggio & Powell (1984) argue that companies within the same industry are likely to imitate one another's policies and programs even if these programs do not provide any appreciable technical or economic advantage to the company. Rather, they imitate each other to maintain legitimacy in an industrial or institutional community of organizations. Due to the complexity in defining and measuring categories of industries, this variable was not used for hypothesis testing. It was measured for frequency distribution.

Percentage of Female Population

Present work/family realities still differ markedly for women than men (Hochschild, 1989). Even though families have been in a state of transition for the past forty years there has not been a significant change in the organization or the structure of the workplace (Gerson, 1990). Pleck (1977) suggests the presence of asymmetrically permeable boundaries between work and family for the two sexes; for women the family role is allowed to intrude upon work while in contrast, family activities may be canceled due to the man's work situation.

While work and family issues are not solely women's issues, women continue to bear the primary burden of family dependent-care and domestic responsibilities (Berk and Berk, 1978; Coverman & Shelly, 1985; Hill, 1985; Pleck, 1985; Vanek, 1974). Women's family role significantly affects their labor force attachment. There is considerable evidence to suggest that mothers frequently enter and exit the labor force in response to anticipated and actual childbirth and child and elder care responsibilities (Moen, 1991, Sweet, 1973, Waite, 1980) Family roles have been found to be an important factor in absenteeism. Steers & Rhodes (1978) explain that women are absent from work more frequently than men due to traditional family responsibilities such as sick child care that are assigned to women. Crouter (1984) found that women with young children (age 12 and under) are at risk for perceiving the impacts of family on work as negative primarily because their family responsibilities at times result in their being absent, tardy, inattentive, inefficient, or unable to accept new responsibilities at work. Gutek, Nakamura and Nieva, (1981) found similar negative family-to-work interference for working mothers, in the

form of absenteeism, tardiness, energy deficit, preoccupation with family related matters, and reluctance to accept work-related responsibilities that conflict with family demands.

A majority of women either have children or will have them at some point in the career lives. 75% of all women employees will become pregnant during their working lives (O'Connell & Bloom, 1987) and will require leave for childbirth. Researchers therefore argue that employers who manage large female work forces are likely to be more aware of work/family conflict and may look more favorably upon family supportive benefits and services (Axel, 1985; Friedman & Galinsky, 1991). Auerbach (1988) looking at research into the characteristics of companies supporting child care initiatives posited that the proportion of female workers at a company may be the most significant factor affecting a company's response.

Given these research findings, the following research hypothesis was developed:

Hypothesis #1: There is a positive relationship between a high percentage of female employees and extensive work/family policy development.

Percentage of Female Senior Management/Vice Presidents

Although it seems likely that some real declines in occupational and sex segregation have occurred, there is still a dramatic under-representation of women in top levels of management (U.S. Dept. of Labor, 1995). Less than 5% of senior managers in Fortune 1000 companies are women (Glass Ceiling Commission, U.S. Department of Labor, 1995).

More companies are trying to create a more level playing field within organizations for women (Catalyst, 1995). Affirmative action, in place for twenty years now has been particularly effective in increasing the ranks of women in management positions

(Department of Labor Studies, Women's Bureau, 1993). In 1992 women held 39.3 of 14.2 million executive, administrative and management jobs in the U.S. (Department of Labor Statistics, Women's Bureau, 1993). The family responsibilities of women executives are likely to be more noticeable to higher level male decision makers. Axel (1985) speculated that some of the accommodations made for these women would eventually evolve into formal work/family policies for other employees. Morgan and Milliken (1994) suggest that there may also be a relationship between the status of these women as organizational decision makers and the promotion of benefits and services to support working families. Taking these considerations into account the following research hypothesis is proposed:

Hypothesis #2: There a positive relationship between a high number of female senior managers and vice-presidents and extensive work/family policy development.

The Percentage Of Young Employees Of Childbearing Age

Axel (1985) argues that work/family stress is likely to be more visible among younger employees of both sexes because a relatively high proportion are working parents. As the complexities of work/family lives touch men as well as women (Pleck, 1985), and as men take on family responsibilities they experience work/family conflicts similar to those of women (Burden and Googins, 1987; Galinsky, 1988). Axel (1985) again hypothesizes that companies with a relatively young work force are likely to have fewer traditions to get in the way of innovations and will therefore be more receptive to work and family as a human resource issue. Drawing from such theoretical conclusions, the following research hypothesis is proposed:

Hypothesis #3: There a positive relationship between companies that have relatively young work forces and the quality and quantity of work/family programs offered.

The Percentage of Highly Skilled Employees

Workforce 2000 (1987), the report commissioned by the U.S. Department of Labor and published by the Hudson Institute, outlined the effects of a labor pool that is smaller and less academically prepared to deal with the demands of jobs requiring increased skill levels. Because attracting and retaining a highly qualified work force is of central importance to employers and because present trends indicate a) growing labor shortages (the labor supply will increase less than 10% a year throughout the rest of the 1990's), b) a lack of workers with college degrees or advanced vocational or technical training to fill the two million new managerial, administrative and technical jobs coming on line annually and, 3) a prevailing competitive economic climate that demands increased employee commitment, innovation and productivity, employers are forced to develop work/family supports that meet the needs of working parents (Naisbitt and Aburdene, 1990). Faced with skill shortages, companies are likely to offer generous work/family benefits as a way to secure their investment in human capital. Based on the aforementioned findings, the following research hypothesis is proposed:

Hypothesis #4: There is a positive relationship between companies that have a high number of highly skilled employees and organizational support for work/family programs.

Managerial Attention and Concern

An important piece of the general evolution that occurs as companies overcome resistance and develop more progressive family policies is the level of corporate managerial commitment and concern (The Conference Board, 1985). Executive level commitment ranges from one or two committed individuals within management who attempt to make a business case for company response to work/family issues, to an individual (usually a work/family coordinator) whose responsibility it is to centralize work/family programs within the organization, and finally top level attention and support usually by the CEO or senior vice-presidents who publicly champion work/family issues (Galinsky, Friedman, & Hernandez, 1991).

Theorists interested in how organizations set agendas place further importance on understanding how attention is allocated in organizational settings (Milliken, Dutton, & Beyer, 1990). Milliken (1989) aptly notes that a key factor in assessing the importance or relevance of an issue to a particular organization is an assessment of the issue's perceived likelihood of affecting key organizational outcomes. Managerial interest in work/family issues generally focuses on family needs as a potential productivity issue and therefore a relevant business issue (Morgan & Tucker, 1991).

Productivity/Performance Effect

Voydanoff (1980) suggests that the effect of family life upon the work organization is a critically important, though overlooked issue for employers, with implications for morale, stability and productivity of the workforce.

There is little empirical evidence indicating that employers believe in the benefits of providing work/family support to their employees (LaFleur & Newson, 1988). What evidence that exists suggests that employer initiations of work/family supportive practices rest on arguments and evidence of links between the policies and organizational benefits (BNA, 1986; Friedman, 1987a, Galinsky, 1988a). Kamerman and Kahn (1986) found that paternalism, altruism, and a concern for families and children are relatively weak forces in determining what occurs in business when compared to labor market conditions. In addition, Ellen Galinsky (1990) argued that although family-responsive programs have been instituted for a variety of complex reasons, the motivation for such programs to be "good for the family" rarely predominates in corporate America. Galinsky (1991) suggests that corporations develop programs that are first and foremost good for the corporation at the least cost, that is, those seen as increasing productivity, improving recruitment and retention, and reducing absenteeism.

Crouter and Garabino, (1982) argue that men and women do not shed their family roles, relationships and experiences the moment they put on their work clothes. The logic underlying employer-based work/family support lies in how these supports facilitate the employee's ability to handle family matters while enhancing their work performance, job commitment and job satisfaction.

Ironically, while corporate concern about the long-term benefits derived from work/family supports is the most important factor influencing their response to work and family issues, very little research to date explicitly examines the relationship between work/family policy and productivity/performance loss due to work/family conflict (Raabe, 1990; Stipek & McCroskey, 1989; Kingston, 1990). According to Raabe (1990)

problems due to inadequate theoretical conceptualizations stem in part, from an unclear understanding of the "expected and attributed effects of work/family policies in relation to morale, motivation, commitment, productivity, absenteeism, tardiness, recruitment, and public relations. Kanter (1977) in one of the very few conceptualizations of family spillover to work, explains that if the emotional climate at work can affect families, so can a family's emotional climate and demands affect members as workers.

The most extensive research in this area looks at results of employee needs assessments which yield important data about the negative effects of family responsibilities on work behaviors (Bohen & Viveros-Long, 1981; Gier, 1989; Hughes, 1988; Kraut & Costa, 1989; Morgan & Milliken, 1992; Trost, 1987) and empirical studies which assess work/family issues against criteria with financial implications including absenteeism (Crouter, 1984; Harvey & Lutens, 1979; Ward, 1991), tardiness (Fernandez, 1986; Friedman, 1989), turnover (Bray, Campbell & Grant, 1974; Ross & Zander(--), retention (McLaughlin, 1982; Waite, Haggstrom & Kanouse, 1985), recruitment (Friedman, 1989; Googins, Gonyea & Pittman, 1990), relocation (Baderschneider, 1989; Green, 1989), flexible work scheduling (Nollen & Martin, 1978; Ralston, 1989; Rogers, 1992) Softer variables such as job satisfaction (Nieva, 1979; Parasuraman et al, 1989; Piotrkowski, 1979), role conflict (Cooke & Rousseau, 1984; Greenhaus & Beutell; Voydanoff, 1988) employee stress (Bhagat, McQuaid, Lindholm & Segovis, 1985; Cooke & Rousseau, 1983; Cooper, 1985; Klitzman, House, Israel & Mero, 1990) and organizational commitment (Angle & Perry, 1981; Lincoln & Kalleberg, 1985; Meyer et al, 1989; Randall, 1987) have sometimes been assessed. Drawing from these research findings, the following research hypothesis is proposed:

Hypothesis #5: There is a positive relationship between measures of productivity and performance effects and developed work family programs.

Long-Range Work/Family Planning Variables.

Employers doing research on work and family are at the forefront of companies grappling with the kinds of profound changes in the demographic, social and political trends described earlier in this paper (Kraut, 1990). Hall & Richter (1988) suggest that because demographic and social change are among the major external forces affecting the corporation, firms utilizing competitive strategies and staffs skilled at scanning the firm's environment for changes in workforce demographics, the interests and values of the workforce, political, legal and regulatory developments, and changes in economic and labor market conditions, understand how changes in work/family area impact their companies and give them better tools to manage the consequences of these changes.

Based on these theoretical considerations, the following research hypothesis is proposed:

Hypothesis #6: The use of long-range human resource work/family planning is positively related to organizational support of work/family programs.

Integrating Work/Family Programs with Women's Programs

A developing characteristic of the most advanced companies in Friedman, Galinsky and Hernandez's (1991) developmental model of the evolution of employer work/family programs, is an attempt by these companies to integrate gender with work/family programs. Until recently and some will argue still, companies programs to aid in the advancement of women have not been integrated with efforts to address work/family concerns (Bailyn, 1992; Cook, 1994; Schwartz, 1989). Women as employed mothers have historically been penalized with limited mobility, low prestige and autonomy, pay

inequities, income disparities, and few career opportunities. Companies inadvertently create a 'mommy track' for women who want to combine career and family. These women are seen as less committed than men and unworthy of promotion.

At the same time, solutions for women who want to demonstrate their commitment to the job and to the corporation involve a career development path that demands prohibitive work time commitments, increased travel, and expectations of relocation. These women are 'fast tracked' by the corporation and essentially must give up everything else in their lives including a family, to develop their careers. Morrison, White, & Van Velsor (1992) found that the difficulty of balancing time demands, and the stereotypes and attitudes of colleagues causes an increasing number of women to leave corporations. Declining female retention rates encourage corporate movement toward integrating female advancement and work/family issues. Drawing from these research findings, the following research hypothesis was developed:

Hypothesis #7: There is a positive relationship between extensive use of programs to support the advancement of women and developed work/family programming.

Corporate Culture

Organizational readiness for work/family programs goes beyond the investigation of financial and managerial resources. Corporate culture plays a vital role in determining whether or not an organization maintains or disaffirms support for working families (Kamerman and Kahn, 1988). Denison (1990, p2) defines corporate culture as the

"underlying values, beliefs, and principles that serve as a foundation for the organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those principles".

Friedman & Galinsky (1992) suggest that corporate culture is the greatest determinant of corporate receptivity to family issues. These and other researchers have found that forward thinking employers take notice and accept the family responsibility/productivity link within the context of the organizational culture and acknowledge that an innovative set of work/family practices will not yield their intended effects outside a supportive culture (Trost, 1987; Trost & Hughes, 1988; Kraut & Kosta, 1989, Friedman, Galinsky & Hernandez, 1991). Due to the lack of an overarching theoretical model for measuring the relationship between organizational culture and developed work/family practices, this relationship was not used in hypothesis testing. Respondents were asked to identify their subjective understanding of the importance of corporate culture as a prerequisite for effective work/family planning.

Work/Family Responsiveness

Employer supported services addressing employees' work/family responsibilities can be organized into six categories with varying levels of employer involvement and investment (Friedman & Galinsky, 1992; Neal, Chapman, Ingersoll-Dayton, & Emlen, 1993). These categories include:

- a) Education and support in the form of employee newsletters and guidebooks, corporate libraries, educational seminars, and care giving fairs (Scharlach, Lowe, and Schneider, 1991; BNA, 1988; Schmidt & Tate, 1988).

- b) Information and referral/case management most often in the form of child and elder care resource and referral services (Beinecke and Marchetta, 1989; BNA, 1988; Friedman, 1987; Halcrow, 1988; Ingersoll-Dayton et al, 1990).
- c) Counseling and support in the form of professional counseling, support groups, and peer support that focus on the psychological ramifications of caregiving (BNA, 1988; Hughes & Galinsky, 1988; Ingersoll-Dayton et al, 1990; Scharlach et al, 1991; Zedeck & Mosier, 1990).
- d) Direct services for care recipients in the form of subsidies, vouchers or discounts for particular services such as alternative day-care and respite programs or by sponsoring on-site or near-site day care facilities (BNA, 1988; Friedman, 1986; Galinsky and Stein, 1990).
- e) Flexible time arrangements in the form of flextime, part-time employment, compressed work weeks, work-at-home options, job-sharing, and phasebacks for new mothers (BNA, 1986; Catalyst, 1983; Christensen, 1989; Cregar, 1988), and; parental leave in the form of paid or unpaid maternity leave, paternity leave, or family and medical leave (BNA, 1988; Staines & Galinsky, 1993; Kamerman and Kahn, 1981; Zigler, 1988).

Company Size

Responsive work/family programs are more common among large employers (BNA, 1991). Historically large companies have been the pioneers in such benefits as child care and elder care (Galinsky, 1988, Zigler, 1989). Large companies, unlike small companies are mandated by law to provide benefits such as job-protected maternity leave and recently, family and medical leave (Schroeder, 1990). As trendsetters, the actions of large firms are more visible and therefore attract more attention than smaller firms (Catalyst, 1986). Sheinberg (1989) argues that because large companies have more resources and wealth in general, they are in a better position to fund work/family research (small companies are not usually not associated with work/family research) and to provide more generous work/family benefits. Drawing from these research findings, the following research hypothesis was developed:

Hypothesis #8: Developed work/family policies are more common among large employers.

Salary

Paul Kingston (1990) argues that to further refine the definition of employer work/family responsiveness, researchers should address the link between economic variables such as adequate salary and job security and its relationship to family well-being. Crowell (1992) suggests that in the long run, the well-being of working families is better served by jobs that offer a good salary than jobs offering low wages but tie parents to an employer who provides childcare. Wage earning is an important source of family power and the essential foundation for sustaining a stable family life. If private businesses fail to deliver on this count, all other concerns about "responsiveness" are moot. Based on these considerations, the following research hypothesis is proposed:

Hypothesis #9: Work/family responsive employers are more likely to offer above average salaries.

Women and Unions

Research in the last decade has consistently shown that women workers are more interested in unions than men and when given the chance are more likely to vote for unionization (AFL-CIO Organizing Dept., 1989:6; Freeman & Leonard, 1987; Freeman & Medoff, 1984; Kruse & Schur, 1992).

Economic, social and demographic change have dramatically altered the situation of women and unions. While women are no longer secondary wage earners and can no longer be considered a supplementary temporary workforce, employed mothers as a labor force constituency, remain a particularly disadvantaged group (Cook, 1992). The heavy

constraints placed on women who want to combine a career with childbearing and childrearing have forced women's groups within and outside the labor movement to turn union attention toward the obligations of women as parents and workers (Goludner & Gregory, 1986).

Cobble (1992) argues that women faced with heightened pressures such as the dual commitment and dual burden of balancing work and family life, the gender wage gap, glass ceilings, and occupational segregation, are concerned with creating new workplace options supported by organized labor.

Alice Cook (1992) presciently describes the power that work/family benefits have had in forging a powerful coalition between employed mothers concerned with preserving and valuing family life and labor unions seeking to upgrade and retain a workforce stung by economic restructuring and job loss. Helen Axel (1985) makes the point that some unions, particularly those representing women, have notable records in addressing family benefits for their workers. Today, many of the most powerful and vocal unions have large female constituencies and as Miliken (1991) found, have provided national leadership on a wide range of women's concerns from pay equity to parental leave. The relationship between the number of female employees and unionization was not hypothesis tested because the relationship between the number of all employees and unionization was being measured. These variables were measured for frequency distribution.

The Extent to Which a Company's Workforce is Unionized

While a number of unions were early advocates of work/family benefits and remain active pioneers in expanding work/family provisions (York, 1993), the decline in union membership combined with deregulation and a more conservative political and economic climate over the past decade have limited labor's ability to advance its evolving agenda around family issues (Cowell, 1993).

Axel (1985) suggests that non-union or largely non-union companies are less constrained by institutionalized labor-management relations and therefore have more opportunity for the flexible management of work/family issues. Axel also notes that companies actively involved in maintaining their non-union status are likely to identify employee concerns before they become cause for contention. Baden & Friedman (1981) found work/family benefits have been used as a device to block unionization. Auerbach (1988) found an inverse relationship between a company's commitment to child care programs and the proportion of their workers that were unionized. Taking these considerations into account, the following research hypothesis is proposed:

Hypothesis #10: There is an inverse relationship between strong organizational support for work/family programs and unionization of the work force.

Consumer Markets

Many firms that produce family-related services and products have pioneered a variety of family supports. Axel (1985) argues that companies in this category can identify employers and community people as customers and potential customers. Any

organizational efforts to support local communities and or employees' families would therefore be viewed as directly beneficial to the corporate image and to the bottom line.

Given these theoretical considerations, the following hypothesis is proposed:

Hypothesis #11: Developed work family policies are common in companies that make products or offer services to the consumer market.

In sum, little headway has been made in theoretically or methodologically conducting empirically based studies designed to test for the premises and logic underlying workplace family policy development. In an effort to better understand how organizations respond to work/family concerns this chapter has 1) reviewed the work of the major contributors to the field of employer work/family support, 2) addressed some fundamental assumptions about the ideological and functional nature of work, the workplace, the family and policy and, 3) presented a number of theoretical perspectives and empirical evidence of possible linkages between complex and dynamic characteristics and interactions of family-organization.

CHAPTER III

Methodology

This chapter describes the way in which this study was executed and discusses the methodology used to achieve its research objectives. It includes: (1) a description of the pre-test subjects and procedure (2) a description of the study population, (3) an explanation of the instrumentation selected and the purpose and construction of that instrument, (4) a description of the research design and, (5) a description of how the data was collected and analyzed. Drafts of relevant correspondence and instruments are included in the appendices.

The major objectives of this study were twofold: (1) to determine what factors may contribute to the successful implementation of employee work/family practices and (2) to examine the characteristics of companies which have initiated progressive supportive work family programs and to describe the state of art of corporate work/family practices. The primary question addressed whether or not those corporations defined as the "100 Best Companies for Working Mothers" policy shared similar traditions, comparable business philosophies and priorities and certain industry, employee and geographic characteristics.

Pre-Test Subjects and Procedure

The pre-test population consisted of seven companies taken from the 7th annual list of the "Best Companies for Working Mothers" (Moskowitz & Townsend, 1993). This was an appropriate pre-test population because these firms, while not chosen for the 1994

list of "The 100 Best Companies for Working Mothers", had in the previous year, been awarded the same recognition for their pioneering efforts in work/family support as those companies chosen in 1994.

The primary purpose of the pre-test was to scrutinize the content and context of the survey and to assess the overall length of the questionnaire and the time necessary to complete the survey. As a result, some survey questions were re-worded or edited to improve content.

Questionnaires and cover letters were mailed to these seven companies. Pretest respondents were not informed that they were a pretest population. Rather they were requested to fill out the questionnaire as though they were to be part of the general study. These respondents were informed that their participation was voluntary and confidentiality was assured. They were requested to return the questionnaire within a two week period. The response rate was 4 out of 7, or 57%.

Surveys (please see Appendix B for a copy of this study's survey) included demographic information, closed response items, and two 5-point Likert scale responses.

The following modifications were based on the results of the pre-test:

- a) Question #5 was re-ordered as a 4-part question.
- b) In question #5a and 5b, "none" was added as a possible response item.
- c) In question #7, "none" was added as a possible response item.
- d) In question #12 & #14, "approximate" as added as a descriptor for percent.
- e) In question #16, the descriptor "important" replaced "significant".

Description of the Study Population

This study was a cross-sectional survey of a total population (census). The population for this study consisted of the 100 firms listed in the 8th annual survey of the "100 Best Companies for Working Mothers" in Working Mother Magazine (Moskowitz, and Townsend, 1994). These firms were selected as the target population because work/family planning is more prevalent in these companies, and to the extent that these firms lead others in work/family development, it was expected that the data collected would indicate the directions in which successful work/family planning is moving in U.S. employing organizations.

Questionnaires and a cover letter were mailed to the Vice President of Personnel/Human Resources or if known, the Work/Family Coordinator in each of the 100 companies. Each questionnaire was number coded to permit identification of the respondent firm. Respondents were requested to return the questionnaire within a two-week time period. If the respondents did not return the questionnaire within that two-week period, a second questionnaire and a revised cover letter were sent, requesting return within two weeks. The researcher guaranteed in each cover letter that all responses were voluntary and would remain confidential.

There were 100 surveys mailed. 57 companies responded by mail and 1 company responded by telephone, for a response rate of 58%.

Research Instrument

A questionnaire to collect data in a quantifiable form was designed and developed by the researcher to identify specific variables that appear to be important determinants of the complex patterns of those companies considered to be taking the lead in supportive work/family policy development. The research design for this study was based on an exhaustive analysis of the normative requirements for work/family policy development as outlined in the literature and reviewed in the previous chapter. Each item on the questionnaire was developed to measure a specific aspect of the objectives and research questions presented.

Pre-established objective criteria defined in the research literature were used in the construction of a questionnaire aimed at identifying the characteristics of work/family supportive employers. Respondents were asked to specify the existence and extent of targeted research variables by choosing the appropriate responses.

The questionnaire consisted of 16 questions. All of the questions were closed-response items. One section of the questionnaire asked respondents for their subjective evaluation of the prerequisites for effective work/family planning, and the overall effectiveness of work/family planning on the firm, and its benefits in such areas as employee productivity, employee job satisfaction, public relations, and labor cost savings. These two questions measuring subjective evaluations had a 5-point Likert scale response format. (See Appendix B for a copy of the questionnaire and cover letter).

Research Design

In order to learn more about the characteristics of companies taking the lead in work/family policy development, an analysis was made of the presence (or absence) of pre-established normative requirements for employer work/family support. Data was drawn from a sample of 100 companies picked by Working Mother Magazine as the Best 100 Companies for Working Mothers (1993).

Measures

In a questionnaire format, respondents were asked to specify the existence and extent of their organization's work/family practices. Most of the questions were used to collect basic descriptive information (see below) on the specific characteristics of companies supporting work/family planning and factors that may contribute to the successful implementation of work/family practices.

Because there is no universally accepted measure of organizational success in work/family policy development (Kingston, 1990), it was impossible to establish a single performance variable which is appropriate for all firms. As a result, organizational success in work/family support was operationalized as a multivariate phenomenon involving those variables described above.

The questionnaire solicited background information on the tenure of work/family practices, size of the company, age of employees and management, categories of employees covered by work family policies, union representation, presence of long range work/family planning, organizational level of work/family policy initiation and development, external environmental factors analyzed in work/family planning, functional

areas in which work/family programs are developed, the integration of work/family planning with strategic business planning, programs to advance the status of women, and classification of company by geographic location and ownership.

Although there is no one commonly used criterion for organizational development in work/family support, an examination of the literature (Helen Axel (1983); Dana Friedman (1983); Friedman, Galinsky and Hernandez, 1991; Milton and Moskowitz, 1993) provided evidence that particular elements were likely to heighten the probability of identifying a family-responsive employer. Accordingly, the following elements were used in the construction of the questionnaire:

- The type and extent of work/family programs.
- Industry classification.
- Programs to advance the status of women.
- Categories of employees covered by work/family policies.
- Union representation.
- Consumer markets.
- Classification of company by geographic location and ownership.

These were all coded as dichotomous variables with 0=presence of and 1=absence of the characteristic examined.

The following information for all firms was available from Moskowitz and Townsend (1994).

- Industry classification.
- The percentage of female managers and vice-presidents.
- The percentage of female employees.
- Size of the organization .
- Salary range.

Industry Classification was assessed by 27 items reflecting 27 different industry types. The measure was coded so that the value of 1= the presence of an industry and 0= the absence of that industry.

Percentage of Female Employees was coded so that the value of 1 represented 0%-45%, the value of 2 represented 45%-65%, and the value of 3 represented 66%-100%.

Percentage of Female Managers was coded so that the value of 1 represented 0%-30%, the value of 2 represented 31%-50%, the value of 3 represented 51%-93%, and the value of 4 represented 93%-100%.

Percentage of Female Senior Vice-Presidents was coded so that the value of 1 represented 0%-15%, the value of 2 represented 16%-30%. the value of 3 represented 31%-67%, and the value of 4=68%=100%

Company Size was measured by the total number of employees for each firm. This measure was coded so that the value of 1 represented 0-2,000 employees, the value of 2 represented 2,001-10,000 employees, the value of 3 represented 10,001-72,000 employees, and the value of 4 represented 72,001-227,000 employees.

Salary Range was coded so that the value of 1=average salary and the value of 2=high salary.

Tenure of Work/Family Practices was measured by asking respondents to identify the year in which their company initiated work/family practices. The measure was coded so that the value of 1=before 1980, the value of 2=between 1980-1985, and the value of 3=after 1985.

Age of Employees was measured by asking respondents to estimate the approximate percentage of employees by five given age categories. The measure was coded so that the value of 1= 18-24yrs, the value of 2= 25-35 years, the value of 3= 36-44 years, the value of 4= 45-60years and the value of 5=over 60 years.

Age of Management was measured by asking respondents to estimate the age category that most closely matched that of senior management staff. The measure was coded so that the value of 1= 18-24 years, the value of 2= 25-34 years, the value of 3= 36-44 years, the value of 4= 45-60 years, and the value of 5= over 60 years.

Integration of Work/Family Planning with Strategic Business Planning was measured by asking respondents to identify the degree of integration of work/family planning with SBP. The measure was coded so that the value of 1= no integration, the value of 2= after SBP was developed, the value of 3= before SBP was developed, and the value of 4= full integration with SBP. Percentage of employees by job category was measured by asking respondents to estimate the approximate percentage of employees by five given job classifications. The measure was coded so that the value of 1= managerial, the value of 2= technical/professional, the value of 3= clerical/office, the value of 4= skilled labor, and the value of 5= unskilled labor.

Organizational Level of Work/Family Initiation was measured by asking respondents to identify the organizational level at which work/family programs are initiated. The measure was coded so that the value of 1=CEO, the value of 2= senior management, the value of 3=human resource personnel, the value of 4= union management, the value of 5= employee interest, and the value of 6= other.

Organizational Level of Direction for Work/Family Development was measured by asking respondents to identify the individual or group most responsible for the development of work/family programs. The measure was coded so that the value of 1= CEO, the value of 2= corporate senior management, the value of 3= division senior management, the value of 4= corporate human resource staff, the value of 5= division human resource staff, and the value of 6= work/family coordinator.

Performance Production Effect of Work/Family Planning was measured by asking respondents about their subjective opinions of 11 items relating to organizational performance including overall organizational performance, employee productivity, employee job satisfaction, legal compliance, reduced absenteeism, reduced tardiness, reduced turnover, employee recruitment, public relations, labor cost savings, and competitive status with other firms. Responses were measured on a 5-point Likert scale ranging from not helpful to extremely helpful (1= not helpful, 5= extremely helpful).

Prerequisites for Effective Work/Family Planning were measured by asking respondents about their subjective opinion regarding seven criteria for effective work/family planning including: involvement and support and CEO, involvement and support of senior management, involvement and support of the human resource staff, a corporate atmosphere/culture that reflects strong support for family concerns, improved work/family policy evaluation methods, the integration of work/family planning with overall strategic corporate planning and equal consideration given to all levels and categories of employees. Responses were measured on a 5-point Likert scale. The scale was coded so that 1 corresponded to not important and 5 corresponded to extremely important.

Data Collection/Editing

Data was collected through the use of a mailed questionnaire. Due to the small size of the study population, raw data was collected from the returned questionnaires and entered directly into the computer. Each company was given an identification code and subjects were identified by their i.d. code in all data analysis. Research variables were also identified by numerical code.

Research Questions and Statistical Analysis

This section of the chapter describes the major research questions addressed in the study. The operational method for testing each of the research questions is also presented. Actual results from the statistical analysis are given in Chapter 4, the RESULTS chapter. Data analysis was performed using SPSS (Statistical Package for the Social Sciences) (Noris, 1988) For all statistical testing, α was set a priori at .05.

The fundamental question guiding this study was: Do those corporations recognized as leaders in work/family policy management share similar traditions, comparable business philosophies and priorities and certain industry, employee and geographic characteristics.

Data collected by means of a questionnaire survey were used to address the research hypotheses noted in Chapter 1. Descriptive statistics were used to report and summarize findings on the questionnaire items describing specific components of the firms' work/family practices. See Appendices for examples of tables.

Pre-established objective criteria derived from the normative prescriptions for work/family policy support were used to develop and test the eight research hypotheses. The primary analysis employed to test the hypotheses was Pearson's Correlation.

CHAPTER IV

RESULTS

This chapter presents raw data and results of the analysis of this data. The results presented here are derived from the procedure outlined in Chapter Three.

The chapter is divided into two sections. As noted earlier one important objective was to examine the state of the art of work/family policy support in U.S. organizations. Accordingly, one part of the questionnaire analysis was concerned with the variability of work/family support in organizations. The first part of this chapter will report these results and describe the major findings as they relate to the state of work/family program support in these organizations. The second part of this chapter will report the statistical findings pertaining to the research questions asked. A discussion of the implications of the results is presented in the next chapter.

Part I- Survey Results

Of 100 surveys mailed, 58 responses were received for a total response rate of 58%. See table #1.

Table 1
Sample Size

Number of Questionnaires Mailed		100
Total Responses	58	
Usable Sample	58	

A few questionnaires contained missing information. The most common missing information on the survey was the percentage breakdown of the company's workforce into age categories (18-60yrs) and job categories (managerial, technical/professional, clerical, skilled and unskilled). In most cases the information was not readily available.

Executive Demographic Information

Executive respondents were asked to indicate their job titles. 20.6% of the respondents were senior vice-presidents or vice-presidents of human resources. The remainder were at the director/manager level (82.8). Of these 29.3% were work/family coordinators. See Table #2

Table 2
Job Title of Respondent

Title	N	Percent
Senior VP of Human Resources	2	3.4
VP of Human Resources	8	13.8
Director/Manager of Human Resources	19	32.8
Work/Family Coordinator	17	29.3
Other	12	20.7

Total N=58

Industry Breakdown

Table #3 shows respondents classified by industry. Of particular significance is the wide array of manufacturing companies represented. 13 of the 58 (22.4%) companies

were manufacturers. This contradicts research that suggests that manufacturers are generally not associated with supportive work/family policies (Morgan & Tucker, 1991).

Table 3
Classification by Industry

Classification	N	Percent
Banking/Finance	4	6.8
Children's Centers	1	1.7
Computers	5	8.6
Consulting-Business	3	5.1
Drug Manufacturing	2	3.4
Engineering	1	1.7
Film Company	1	1.7
Foundation	1	1.7
Health Care		
Manufacturing	4	6.8
Hospital	3	5.1
Hotel	1	1.7
Insurance	8	13.7
Manufacturing-Cards	1	1.7
Manufacturing-Clothing	4	6.8
Manufacturing-Food	2	3.4
Manufacturing-Household Supplies	1	1.7
Manufacturing-Office Products	1	1.7
Manufacturing-Office Furniture	1	1.7
Manufacturing-Oil	1	1.7
Manufacturing- Medical Devises	1	1.7
Manufacturing-Shoes	1	1.7
Newspapers	2	3.4
Printing	1	1.7
Publishing	4	6.8
Retail Stores	1	1.7
Telecommunications	2	3.4
Utilities	1	1.7

Total N=58

While the small population size of the study limits making any strong inferences about industry differences in work/family practices, several industries identified in the research literature as proponents of work/family policies, were well represented, including: banks (6.8%) computer companies (8.6%), hospitals (5.1%), pharmaceutical companies, health care manufacturers (10.2%), and insurance companies (13.7%).

Year Company Initiated Formal Work Family Policies

As indicated in table #4, 35.7% of the firms began formal work/family policies before 1984. During the 1960's, two firms (3.6%) were engaged in work/family planning. In the 1970's nine firms (16.2%) became involved. The 1980's saw a dramatic increase in participating firms to 33 of the 58 firms (59%). 12 companies (21.4%) initiated programs in the 1990's. The data lend some support to other claims that corporate work/family was not fully appreciated by employers until the 1980's (Googins, 1991).

Table 4
Year the Organization Initiated Work/Family Planning

Year	Number of Firms	Subtotal	Percentage
Initiated before	20		35.7
Initiated in:			
1984	2		
1985	4	26	46.4
1986	3		
1987	2		
1988	5		
1989	8	44	78.6
1990	4		
1991	5		
1992	3		
Total a		56	100.0

N=56

*Information was not available for two firms.

Size of the Company/Number of Employees

Table #5 contains information regarding sample characteristics in terms of the number of employees. An examination of this table suggests that size is associated with the use of formal work/family practices. A majority of companies (65.6%) had more than 2,000 employees. The Bureau of Labor Statistic's (1993) figures for the total number of employees by employment class size showed an inverse relationship between the number of employees and the number of employing establishments. The percentage of employers that maintained a large labor force contingency (1,000+ employees) stood at .089% while the percentage of employers maintaining much smaller numbers of employees (1-50) stood at 95% of all employers. This may suggest that large employers have more resources and are therefore more likely to offer extensive employee benefits, including work/family programs. It should be noted that while firms in this study varied in size from 64 to 227,000 employees, all companies provided very similar work/family benefits.

Table 5
Size of the Organization

Number of Employees	N	Percent
0-2,000	20	34.5
2,001-10,000	19	32.8
10,001-72,000	16	27.6
72,000-227,000	3	5.2

Total N=58

Percentage of Female Senior Vice-Presidents and Managers

The increasing number of women in professional and managerial positions is a relatively new phenomenon. At present the national average for female representation in managerial positions and senior level executive positions is 39.9% and 3-4% respectively (Glass Ceiling Commission, 1995). As was expected, none of the respondents in this study were predominantly managed by women. Surprisingly however, among the companies responding to the survey, approximately one-fifth had more than 50% of their managerial positions filled by women; women represented 31-67% of senior level vice-presidents in 21% of companies. An overwhelming majority of companies (82.8%) reported that women held between 0-50% of managerial positions. This data approximates the national average of 40%. See Table #6.

Table 6
Percentage of Female Managers and Female Senior Vice-Presidents

% of Female Managers	N	Percentage of Companies
0-30%	15	25.9
31-50%	33	56.9
51-93%	10	17.2
93-100%	0	0
a		
% of Female VP's	N	Percent of Companies
0-15%	25	43.9
16-30%	20	35.0
31-67%	12	21.0
68-100%	0	0

N=57

a

*Information was not available for one company.

Percentage of Female Employees

Table #7 indicates that a majority of companies (67.3%) maintained a female labor force of more than 45%. National figures on the female civilian labor force participation rates for female employees (Economic Report of the President, 1995, p. 314) indicate that 46% of the total civilian labor force is women. Almost one-third of the companies in this study (32.8%) maintained a female labor constituency that represented more than 66% of the total workforce. This may be an indication that because a significant number of family- friendly companies manage a higher than average female labor force, they are more likely to look favorably upon family supportive benefits and services.

Table 7
Salary Range

Percent of Female Employees	N	Percent of Companies
0-45%	19	32.8
46-65%	20	34.5
66-100%	19	32.8

Total N=58

Percentage of Employees by Job Categories

As table #8 indicates that in the vast majority (92.9%) of companies, managerial employees made up less than 30% of the labor force. Technical and professional employees were fairly evenly distributed between less than 30% (45.2%) and more than 30% (54.8%) of the work force. This implies that a high number of firms were in technical industries, often an important characteristic of employers who support work/family policies (Axle, 1985). 42.9% of clerical and office staff employees were at

less than 15% of the labor force, while 28.6% were at more than 30%. A majority of skilled laborers (85.7%) were at less than 30% of the workforce and unskilled labor (76.2%) was at less than 15%.

Table 8
Percentage of Employees By Job Category

Job Category	Ratio	a N	Percent of Employees
Managerial Employees	less than 15%	42	52.4
	15-30%		40.5
	more than 30%		7.1
Technical/Professional	less than 15%	42	23.8
	15- 30%		21.4
	more than 30%		54.8
Clerical/Office Staff	less than 15%	42	42.9
	15-30%		28.5
	more than 30%		28.6
Skilled Employees	less than 15%	42	52.4
	15-30%		33.3
	more than 30%		14.3
Unskilled Employees	less than 15%	42	76.2
	15-30%		21.4
	more than 30%		2.4

Total N=42

16 companies did not respond.

Available statistics on the employed civilian population by occupation (BLS, 1994) show that managerial positions are filled by 13% of the labor force. Technical/professional jobs are held by 23% of the labor force and clerical positions are held by 16% of all employed civilians. Skilled labor accounts for 11% of the labor force and unskilled labor accounts for 14%. Percentages for skilled labor and unskilled labor are consistent with those found in this study. As a percent of total employees, there were a significantly greater number of managers (47.6%), technical/professional (76.2), and clerical staff

(57.1) in the study sample. This may suggest that companies faced with intense competition for highly trained and educated employees are more likely to offer generous benefits in order to remain competitive and to encourage employee loyalty.

Level of Pay-Employee Salary

Table #9 shows that a majority of companies (51.7%) are committed to making a considerable investment in their employees by providing high salaries (Moskowitz and Townsend, 1994). The remaining companies provided average or above average salaries. No companies offered depressed pay levels.

Table 9
Salary Range

Salary	N	Percent
Average	28	48.3
High	30	51.7

Total N=58

Dependent Care Options

Among the range of family supportive policies and programs, childcare has received the most attention and experimentation. Elder care is fast becoming a first runner-up.

An analysis of table #10 suggests that firms in the study population offer a wide range of dependent care options. The most utilized programs included: pre-tax dollars (89.7%), after school and holiday programming (65.5%), sick childcare (74.1%) and eldercare resource and referral services (72.4%). The popularity of pre-tax dollars and resource and referral services is not a surprising finding as these options offer assistance to a large number of employees at a reasonable price to the employer. The extraordinarily high number of firms offering sick childcare, after school and holiday programs and on-site

(37.9%) or near-site (22.4%) childcare centers is in stark contrast to the national average for such programs.

Table 10
Dependent Care Options

Option	N	Companies
On-Site Childcare Center	36	37.9
Near Site Childcare	13	22.4
Child Care Subsidies	23	39.7
Pre-Tax Dollars	52	89.7
After School/Holiday Programs	38	65.5
Sick Childcare	43	74.1
Elder Care-Resource & Referral	42	72.4

a

Percentages do not total 100% since each firm may choose more than one option.

Flexible Schedule Options: Corporate Response to Flexibility

The distribution data shown in table #11 reveals the popularity of flexible work scheduling within the study population. 100% of the responding companies offered flextime. 84.5% of employers offered compressed work weeks and 81% offered job sharing. The work-at-home benefit at 65.5%, was the least popular option. This data supports findings reported by other researchers on the availability of such programs and are consistent with evidence that suggests that employers most often cite work schedule modifications as a primary arrangement to address work/family conflict.

Table 11
Flexible Work Options

Options	N	Percent
Flextime	58	100.0
Part-Time with Benefits	57	98.3
Compressed Work Week	49	84.5
Job Sharing	47	81.0
Work at Home	38	65.5

a

Percentages do not total 100% since companies may choose more than one option.

Parental Leave Options

While corporate policies regarding parental leave have changed noticeably in the last decade, businesses are still not obligated for example to provide health insurance or paid medical leave if they are not available for other medical conditions. An unexpectedly high percentage of respondents (65.5%) included Family and Medical Leave Plus as a benefit option. 89.7% of firms offered a phaseback program for new mothers. Paternity leave on the other hand was provided by only 13.8% of responding companies. This data reflects the generally negative inference that fatherhood is not sufficient reason to take leave from the workplace. This is a somewhat surprising finding because while it is still not common practice in the U.S. to support fathers in the childcare role, companies in this study represent the most family supportive employers. More support for fathers was expected. See Table #12.

Table 12
Parental Leave Options

Option	N	Percent ^a
Paternity Leave	8	13.8
Family/Medical Leave Plus	38	65.5
Phaseback for New Mothers	52	89.7

^a
Percentages do not total 100% since each firm may choose more than one option.

Organizational Level at which Work/Family Planning is Developed

Table #13 shows the hierarchical level at which work/family plans are developed. In 17.2% of the firms, the CEO was actively involved in the development of work/family policies. In 20.7%, senior management was the primary developer. Most firms (46.6%) reported that work/family plans were developed by the corporate or division human resource staff. 8.6% of firms reported that employee interest sparked the development of work/family policies.

Table 13
Organizational Level at Which Work/Family Planning Developed

Level	N	Percent
CEO	10	17.2
Senior Management	12	20.7
Human Resource Personnel	27	46.6
Union Management	0	0
Employee Interest	5	8.6
Other	4	6.9

Total N=58

It is of interest to note than no companies reported union management as a developer of such programs. While there are unions within some of these firms that are identified in the research literature as powerful advocates for employee work/family policies, it is not unlike management to disavow hard-won union benefits.

Organizational Level of Work/Family Planning

Almost 80% (79.4%) of the respondents reported that the primary responsibility for work/family policy planning rested with corporate or division human resource staff or a work/family coordinator (whose role is almost always within the human resource department). See table #14. In fewer firms (20.7%), operating executives such as the CEO or senior managers, were responsible for work/family planning. This suggests that most organizations view work/family planning as a major function of the human resource department, and as Axle (1985) suggests, it is human resource staff that has access to information about employees and a vested interest in promoting work/family practices.

Table 14
Organizational Level of Work Family Planning

Level	N	Percent
CEO	4	6.9
Corporate Senior Management	4	6.9
Division Senior Management	4	6.9
Corporate Human Resource Staff	32	55.2
Division Human Resource Staff	3	5.2
Work/Family Coordinator	11	19.0

Total N=58

Presence of Long-Range Work/Family Planning

As table #15 indicates, 42 of the 58 (72.4%) companies engaged in long-range work/family planning. This supports the research literature that firms recognized as true work/family innovators as a group, appear to be more responsive to their environments and more willing to plan and adapt to new conditions.

Table 15
Presence of Long-Range Work Family Planning

Presence	N	Percent
Yes	42	72.4
No	16	27.6

Total N=58

External Environmental Analysis

Table #16 summarizes the external factors analyzed by companies in the work/family planning process. The most relevant factors considered were demographic trends (55.2%) and social and cultural values and attitudes (55.2%). Economic (48.3%) and labor market (41.4%) conditions followed closely behind. These findings are not surprising as demographic and social trends are among the major external forces affecting an employing organization. It is also evident that economic and technical conditions have a major impact on job and skill requirements. Knowledge of the labor supply and demand is a prerequisite for effective forecasting. It is of interest to note that fewer firms acknowledged the significance of political, legal and regulatory conditions when companies with 50 or more employees (100% of the sample population) are mandated by law to provide their employees with several work/family options including maternity and family and medical leave.

Table 16
External Environmental Factors Analyzed in Work/Family Planning

Factors	N	a Percent
Demographic Trends	32	55.2
Social/Cultural Values & Attitudes	32	55.2
Economic Conditions	28	48.3
Political//Legal/ Regulatory Develop.	18	31.0
Labor Market Conditions	24	41.4
Other	3	8.6

a

Percentages do not total 100 percent since each firm may analyze several of these factors.

Functional Areas in which Work/Family Strategies and Programs are Developed

Recruitment and staffing (63.8%), developing employee benefits (55.2%), employee training and development (41.4%) and political, legal and regulatory work/family requirements, including EEO (39.7%) were the major areas for which strategies and programs were developed as part of the work/family planning process. See table #17. These findings correspond to other research that top priorities for strategic corporate human resource development include management development, benefits planning, compensation planning, and recruitment (Catalyst, 1990). Political, legal and regulatory requirements are mandated by law and therefore would be an important corporate issue.

Table 17
Functional Areas in Which Work/Family Programs are Developed

Function	N	Percent ^a
Recruitment	37	63.8
Compensation	15	25.9
Training and Development	24	41.4
Employee Benefits	32	55.2
EEO	21	36.2
Political/Legal/and Regulatory Work/Family Requirements	23	39.7
Union Contracts	4	6.9
Other	3	5.2

a

Percentages do not total 100% since companies may analyze several of these factors.

Integration of Work/Family Planning with Strategic Business Planning (SBP).

43.1% of the responding firms reported that there is either no integration of work/family planning with strategic business planning or that work/family planning was carried out after SBP are developed. This finding implies that most work/family planning is carried out either in isolation from organizational planning or in a reactive mode rather than a proactive one. Less than 20% (17.2%) of the firms who engage in work/family planning reported an integral relationship between work/family planning and SBP.

See table #18. It is of interest to note that some of the firms that do not presently engage in the formal integration of work/family planning with SBP indicated in the questionnaire that they expected to begin more formal integration in the near future.

Table 18
Percentage of Companies Reporting Integration of Work/Family Planning and Strategic Business Planning (SBP)

Degree of Integration	N	Percent ^a
No Integration	9	15.5
After SBP Developed	16	27.6
Before SBP Developed	6	10.3
W/F Planning is an Integral Part of SBP	10	17.2

a

Percentages do not total 100% since 17 companies do not utilize long-range work/family planning.,

Category of Employees Covered by Work/Family Policies

As indicated in table #19, 100% of the firms in the sample population concentrated their work/family planning on managerial, technical/professional and clerical employees. On the one hand this finding is not surprising as one would expect that corporate work/family planning efforts would be concentrated on those employee groups who are relatively more expensive to recruit, train and develop and retain. The data on the other hand contradicts studies that indicate that employers offer fewer work/family programs to professional and managerial level employees due to their exempt status (Catalyst, 1990). 79.3% of the firms offered work/family practices to all employees. It should be noted that these firms were least likely to offer work/family benefits to contingent employees. This supports research data that contingent workers overall receive fewer employer paid benefits than their full-time counterparts (Engberg, 1994).

Table 19
Categories of Employees Covered By Work/Family Policies

Group	N	Percent
Managerial Employees	58	100.0
Technical Professional	58	100.0
Clerical/Office Staff	58	100.0
Skilled Labor	57	98.3
Unskilled Labor	57	98.3
Permanent P/T	55	94.8
Contingent Employees	46	79.3
All Employees	46	79.3

Programs to Advance the Status of Women Employees

It was anticipated that firms in this study recognized the barriers to women's advancement within their companies and were moving toward the integration of programs to advance the status of women with work/family support systems. In their survey responses, twenty-two companies (37.9%) offered no programs to advance the status of women employees. Several firms specified that due to equity issues, benefit options were offered to all employees regardless of gender etc. The most prevalent programs to increase opportunities for women's advancement included women's networking groups (36.2%), mentoring programs (36.2%) and training and development programs specific to women (36.2%). Women's support groups (29.3%) and educational funding programs for women were the next most popular benefits. Only a small minority of companies offered an ombudsperson for women (5.2%) or monetary reward/bonuses for managers who hired women employees (6.9%). See Table #20

Table 20
Programs to Advance the Status of Women Employees

Program	N	Percent ^a
Women's Support Groups	17	29.3
Women's Networking Groups	20	34.5
Mentoring Programs	21	36.2
Training & Development for Women	21	36.2
Scholarship/Educational Funding for Women	13	22.4
Ombudsperson for Women	3	5.2
Monetary Rewards/Bonus for Managers who Hire Women	4	6.9
None	22	37.9

a

Percentages do not total 100% since companies may choose more than one option.

Presence of a Union(s)

As the data in table #21 reveals, a majority of companies (79.3%) were non-unionized. Fewer companies (20.7%) had unions. The current national figures for the percentage of union membership within the U.S. private sector (BLS, 1995) is 11.1%. At 20.7%, unionized firms in this study outpaced the national rate almost two to one. Of unionized firms, a majority reported having several unions at varying geographic locations that most often represented blue-collar skilled laborers.

Table 21
Unionization

Presence of a Union	Percent	N
Union	20.7	12
No Union	79.3	46

Total N=58

Consumer Markets

Table #22 shows the percentage of companies that make products for or offer services to the consumer market. As expected, a majority of firms reported that they were involved in the production of consumer goods or services (84.5%). Only 15.5% were not.

Table 22
**Percentage of Companies that Make Products for
or Offer Services to the Consumer Market**

Makes Products/Offers Services	N	Percent
Do	49	84.5
Do Not	9	15.5

Total N=58

Classification of Companies by Geographic Location and Ownership

A list of specific geographic and ownership characteristics are presented in table #23. The most prevalent responses included multi-national (48.3) and geographically dispersed (43.1%). This implies that these companies may have significant resources. Approximately 1/5 (20.7% and 22.4% respectively) were family businesses and or located in one geographic location. Considerably fewer companies were regional (15.5%) and or publicly held companies that were originally family-owned (5.2%).

Table 23
Classification of Companies by Geographic Location and Ownership

Classification	N	Percent ^a
Family Owned Business	12	20.7
Family Owned Business/Now Publicly Held	3	5.2
Single Geographic Location: Company Town Image	13	22.4
Geographically Dispersed	25	43.1
Regional	9	15.5
Multinational	28	48.3

Percentages do not total 100% since each firm may be described as having more than one characteristic.

Subjective Measure of the Contribution of Work/Family Planning to the Bottom-Line

Performance of the Organization

A majority of companies (56.9%) responded that work/family planning provided an "important" contribution to the corporate bottom-line profitability. 24.1% viewed work/family planning as "very important" to bottom-line performance. A significantly smaller percentage of companies felt that work/family planning was of "no importance" (3.4%) to the bottom-line. (5.2%) believed work/family planning was "extremely important" to their bottom-line. See table #24.

Table 24
Subjective Measure of the Contribution of Work/Family
Planning to the Bottom Line Performance of the Organization

Measure	N	Percent
Of No Importance	2	3.4
Slightly Important	6	10.3
Important	33	56.9
Very Important	14	24.1
Extremely Important	3	5.2

Total N=58

Age Range of Employees

An important part of the work/family planning process is an internal assessment of the present workforce. Table #25 shows the approximate percentages of the employee population by age category. An overwhelming majority of employees in the 18-24 year age category (97.6%), the 45-60 year old category and the 60+ year old category, represented 0-30% of the total employee population. Those employees whose age ranged between 25-34 years and 35-44 years were almost evenly distributed between 0-30% of the total population and 31-75%. According to the Bureau of Labor Statistic's (1995) figures for age classification of employed civilians, employees aged 16-24 years make up 14.9% of the civilian labor force. 72.9% of employed civilians are in the 25-54 year age category and as expected only 12.1% of employees are aged 55 years or older. There were no figures available that were specific to the 25-24 year age group or the 45-60 year age group. These figures are consistent with those from the study sample.

Table 25
Approximate Age of Employees

Age Category	% of Employee Population	a N	% of Companies
18-24 years	0-30	42	97.6
	31-75		2.4
	76-100		0
25-34 years	0-30	42	46.6
	31-75		50.0
	76-100		2.4
35-44 years	0-30	42	45.2
	31-75		54.8
	76-100		0
45-60 years	0-30	42	88.1
	31-75		11.9
	76-100		0
60 + years	0-30	42	100.0
	31-75		0
	76-100		0

a

16 companies did not respond.

Approximate Age Range of Senior Management

As table #26 shows, the highest percentage (56.9%) of senior managers were between the ages of 45-60 years. 20 companies (34.5%) had senior managers in the 35-44 year age category. This finding supports data that a majority of executives are middle-aged (Googins, 1991; Wall Street Journal, 1993).

Table 26
Approximate Age Range of Senior Management

Age Range	^a N	Percent
18-24 years	0	0
25-34 years	0	0
35-44 years	20	34.5
45-60 years	33	56.9
60 + years	0	0

a

Total N=58

Five companies did not respond.

Subjective Evaluations Using a 5-Point Likert Scale

Because this study population was engaged in formal work/family planning, respondents were asked to make an evaluation of the benefits of work/family planning and the prerequisites of effective work/family planning.

A summary of the results of executives' impressions are presented in tables #27 & #28.

Table 27
Subjective Measures of Benefits of Work/Family Planning

Measure	1	2	3	4	5	Did Not Respond	N
Overall Organizational Performance	0	1	25	27	4	2	56
Employee Productivity	0	3	11	34	9	1	57
Employee Job Satisfaction	2	1	5	30	19	1	57
Legal Compliance	4	12	18	20	2	2	56
Reduced Absenteeism	0	7	29	17	3	2	56
Reduced Tardiness	1	6	26	18	4	3	55
Reduced Turnover	1	6	16	26	8	1	57
Employee Recruiting	1	2	12	29	14	0	58
Public Relations	0	1	7	17	33	0	58
Labor Cost Savings	4	15	22	8	3	6	52
Competitive Status with Other Firms	0	2	9	24	23	0	58

Table 28
Subjective Measures of the Prerequisites for Effective Work/Family Planning

Prerequisite	1	2	3	4	5	N
CEO Support	1	1	4	17	35	58
Senior Management Support	1	1	1	16	39	58
Human Resources Support	1	1	3	12	41	58
Supportive Organizational	1	0	5	18	34	58
Evaluation and Meth	2	7	27	18	4	58
W/F Planning Incorporated with	1	4	21	16	16	58
Covers all Employees	1	1	5	14	37	58

a
 Measured on a 5-Point Likert Scale. Scale: 1=Not Important
 5=Extremely Important

Subjective Measure of the Benefits of Work/Family Planning

A majority of companies reported that "overall organizational performance" was an "important " or "very important" benefit of work/family planning.

Most respondents (59.6%) believed that "employee productivity" was a "very important" benefit. Eleven companies (19.2%) reported that employee productivity was "important", while nine companies (15.7%) felt that it was an "extremely important" benefit.

A majority of companies believed that "employee job satisfaction" was either an "important" (52.6%) or an "extremely important" (33.3%) benefit of work/family planning.

The perceived importance of "legal compliance" as a benefit of work/family planning saw a closely distributed range between "somewhat important" (21.4%), "important" (32.1%) "and very important" (35.7%).

51.7% of respondents believed that "reduced absenteeism" was an "important" measure of the benefits of work/family planning. Almost one-third of firms believed it to be an "extremely important" benefit.

Summary results of the analysis for "reduced tardiness" closely approximated those for reduced absenteeism. 47.2% of respondents felt that reduced absenteeism was an "important benefit" of work/family planning and 37.2% felt that it was a "very important" benefit.

45.6% of companies indicated that "reducing turnover" was a "very important" benefit of work/family planning. While eight companies believed it to be an "extremely important" benefit, 28% of respondents noted that it was an "important" benefit.

One half of respondents (50%) of respondents reported that "employee recruiting" was a "very important" benefit of work/family planning. 20.6% indicated it was an "important benefit" and 24.1% suggested employee recruiting was an "extremely important" benefit.

A majority of executives believed that "public relations" was an "extremely important" benefit of work/family planning. 29.3% responded that public relations was a "very important" benefit. Far few companies (12%) saw public relations as an "important benefit."

Overall, "labor cost savings" was viewed as a less important benefit of work/family planning than any other variable listed. 28.8% reported that it was only "slightly important". 42.3% indicated it was "important". Far fewer firms (15.2%) suggested that it was "very important".

A majority of executives reported that "competitive status with other firms" was primarily seen as a "very important" (41.3%) or "extremely important" (39.6%) benefit of work/family planning. Nine executives (15.5%) felt it to be an "important" benefit.

In sum, it is significant to note that very few respondents believed that any of those measures presented were "not important".

Subjective Measure of the Prerequisites of Effective Work/Family Planning

Table #28 shows the hierarchical level at which human resource executives viewed the importance of specific prerequisites for effective work/family planning.

Upon examination, the first three prerequisites, "CEO support" (60.3% and 29.3% respectively), "senior managerial support" (67.2% and 27.5%), and "human resource support" (70.6% and 27.5%) were viewed by a majority of executives as "extremely important" or "very important" requirements for effective work family planning.

Likewise, a "supportive organizational culture" (58.6% and 31%) and "equal consideration for all employees" in work/family planning (63.7% and 24.1%) were predominantly found to be "extremely important" or "very important" prerequisites for work/family planning.

Respondents most often identified "improved evaluation methods" as "important" (46.5%) or "very important" (31%) requirements.

The "integration of work/family planning with strategic business planning" was viewed as "important" by 36.2% of respondents, "very important" by 27.5%, and "extremely important" by 27.5%.

In sum, very few companies suggested that any of the prerequisite options listed were "not important" to effective work/family planning.

Table #29 presents intercorrelations of dependent variables.

Evaluation of Research Hypotheses

Data generated by each research hypothesis was evaluated using evidence obtained from analysis using Pearson's correlation.

For ease in referral, these research hypotheses are presented below.

Hypothesis #1: There is a positive relationship between a high percentage of female employees and extensive work/family policy development.

Hypothesis #2: There a positive relationship between a high number of female senior managers and vice-presidents and extensive work/family policy development.

Hypothesis #3: There a positive relationship between companies that have relatively young work forces and the quality and quantity of work/family programs offered.

Hypothesis #4: There is a positive relationship between companies that have a high number of highly skilled employees and organizational support for work/family programs.

Hypothesis #5: There is a positive relationship between measures of productivity and performance effects and developed work family programs.

Hypothesis #6: The use of long-range human resource work/family planning is positively related to organizational support of work/family programs.

Hypothesis #7: There is a positive relationship between extensive use of programs to support the advancement of women and developed work/family programming.

Hypothesis #8: Responsive work/family policies are more common among large employers.

Hypothesis #9: Work/family responsive employers are more likely to offer above average salaries.

Hypothesis #10: There is an inverse relationship between strong organizational support for work/family programs and unionization of the work force.

Hypothesis #11: Developed work family policies are common in companies that make products or offer services to the consumer market.

Results were as follows:

Research Hypothesis #1: Contrary to what was hypothesized, the relationship between a high female employee population and extensive work/family options (childcare $r=.2912$; flexible scheduling $r=.0921$; parental leave options including Family and Medical Leave Plus $r=.1344$ and Phaseback for New Mothers $r=.1399$) was not significant. These results are surprising, though they were not totally unexpected due to the fact that most companies in the study had a high percentage of female employees and extensive work/family involvement.

Research Hypothesis #2: A high percentage of female managers did not appear to directly influence the extent of work/family options (childcare $r=.0704$; flexible work options $r=.1219$; parental leave options including Family and Medical Leave Plus $r=.0047$ and phase back for new mothers $r=.1045$). Again, this finding may be attributed to the fact that many companies in the study had relatively high percentages of female managers and extensive work/family program options.

Research Hypothesis #3: The extent of work/family programming was not found to be mediated by the primary childbearing age (18-24 years and 25-34 years) of the employee. (Childcare options $r=.2002$ and $.0049$ respectively; flexible work options $r=.2298$ & $.1514$; parental leave options including Family and Medical Leave Plus $r=.0957$ & $.1168$ and phaseback for new mothers $r=.1421$ & $.0676$. The fact that all companies provided broad based work/family programming to all employees may account for the lack of significance in this relationship.

Research Hypothesis #4: Managerial status was found to be negatively related to the extent of childcare options $r=-.3250$. This may suggest the unavailability of some work/family options to "exempt" employees. However, there were non-significant relationships between managerial status and flexible work options $r=.0966$; and parental leave options of Family and Medical Leave Plus $r=.1487$ and phaseback for new mothers $r=-.0300$. There were also non-significant relationships between technical/professional status and all work/family options. (childcare $r=.0028$; flexible work options $r=.2586$ and parental leave options Family and Medical Leave Plus $r=.1111$ and phaseback for new mothers $r=.0154$). Due to the significant number of technical/professional employees in the study population and extensive work/family programs options in all companies, these results were in the anticipated direction.

Research Hypothesis #5: With three exceptions, subjective measures of the production and performance effects of work/family planning were not found to be significantly related to developed work/family programming. There was a significant relationship between the following: turnover and paternity leave $r=.2886$; legal compliance

and Family and Medical Leave Plus $r=.2776$; and legal compliance and eldercare $r=.2831$. These results were in the anticipated direction. Further significance was not found due to small sample size and the fact that all of the companies offered extensive work/family programming.

Research Hypothesis #6: The use of long-range planning did not appear to directly influence the extent of work/family program options (childcare $r=.0364$; flexible work options $r=-.1998$; and parental leave options Family and Medical Leave Plus $r=-.1203$ and phaseback for new mothers $r=-.0433$).

This finding was expected as most respondents indicated that they used long-range planning and most companies offered extensive work/family support.

Research Hypothesis #7: Contrary to what was hypothesized, the relationship between women's programming and the extent of work/family policy development was not significant (childcare $r=.2414$; flexible work schedules $r=.1911$; parental leave options $r=.2167$). These results were not entirely unexpected due to small sample size and the fact that all of the companies offered extensive work/family options.

Research Hypothesis #8: With one exception, size of the company (# of employees) did not appear to influence the extent of work/family options. Family and Medical Leave Plus was positively correlated $r=.3141$. No significant relationships were found for childcare options $r=.1234$, flexible work options $r=.1383$ and parental leave options $r=.0408$. Due to disproportionately large number of employees in all of the represented companies, the results were in the anticipated direction.

Research Hypothesis #9: Developed work/family programming was not found to be mediated by salary level of employees. (childcare $r=-.1827$; flexible scheduling $r=.1850$; parental leave $r=.1702$). The fact that a majority of companies offered both extensive work/family program options and higher than average salaries may account for the lack of significance in this relationship.

Research Hypothesis #10: While there was a negative relationship between unionization of the workforce and the extent of work/family options offered, the results were not significant, with one exception. Family and Medical Leave Plus was found to be negatively correlated with unionization $r=-.2810$. This is a somewhat surprising finding as unions generally have been extremely supportive of parental leave options ($r= -.2053$ for childcare options, $-.0311$ for flexible work options and $-.2458$ for phaseback for new mothers).

Hypothesis #11: The fact that companies made products for or offered services to the consumer market did not appear to directly influence the extent of work/family program options. (childcare $r=-.2711$; flexible scheduling $r=.1583$; parental leave $r=-.0898$). Due to the significant number of companies offering consumer services and extensive work/family program options in all companies, these results were not surprising.

CHAPTER V

SUMMARY AND CONCLUSIONS

This chapter presents a summary of the study, discusses its major findings and offers some suggestions for future research.

Summary

Restatement of the Study Objectives

The major objectives of this study were twofold: (1) to determine what factors may contribute to the successful implementation of employee work/family practices and (2) to examine the characteristics of companies which have initiated progressive supportive work family programs and to describe the state of art of corporate work/family practices.

In recent years substantial attention has been focused on corporate work/family program development as a means of directly linking the attainment of organizational objectives to global work/family concerns. Concurrently there is little empirical knowledge about the actual work/family practices of those organizations that champion work/family policy support. To the author's knowledge no other previous study has sought to describe the characteristics of corporations that are recognized for their involvement in supportive work/family practices.

Major Findings

In this section the major findings of the study are presented in two parts. The first part summarizes and describes the empirical findings describing work/family planning processes as currently practiced in a number of the 100 Best Companies for Working Mothers. Second, the major findings pertaining to what factors may contribute to the successful work/family planning are summarized and described.

Work/Family Practices

The results presented in this study indicate that there is extensive use of work/family practices within the 100 Best Companies for working mothers. Work/family programs include comprehensive and wide ranging childcare options, flexible work options, parental leave options, programs to advance the status of women and higher than average salary allotments.

No significant differences were found in work/family practices due to industry type, size of company or geographic location. In general there was a greater representation of very large companies (more than 1,000 employees) on the 100 Best list.

Work/family planning is a relatively new corporate activity. Fifty-nine percent of the respondent firms initiated formal work/family practices after 1980. The cumulative impact of legislation, economic and demographic changes during the 1980's acted as a major catalyst in prompting firms to adopt such benefits and programs.

The trend appears to be toward greater application of work/family planning in the future. Thirty three firms began formal work/family practices during the 1980's compared to nine firms in the 1970. Twelve companies initiated programs during the first three years of the 1990's.

In general most organizations viewed the development and planning of work/family functions as a major responsibility of corporate and divisional human resource departments or a work/family coordinator. Few organizations reported active line management involvement in the process.

In examining specific components of the work/family planning process, almost three fourths of the firms indicated that they were involved in the long range forecasting of work/family issues. The environmental factors most frequently analyzed and of major concern to human resource planners were demographic trends, social/cultural values and attitudes, labor market developments and economic conditions. Less emphasis was placed on analyzing political, legal or regulatory developments. The primary functional areas within which work/family strategies and programs were developed included recruitment and staffing, the development of employee benefits, employee training and development and political, legal and regulatory requirements.

Few firms have achieved an integral linkage between work/family planning and strategic business planning. In most cases, work/family planning efforts were carried out in isolation from strategic business plans or work/family decisions were treated as a derivative of strategic business planning rather than as a primary function. One reason for this kind of separation may be the difficulty in overcoming the historical notion that work/family issues are not a business issue. Further, organizations have traditionally

viewed the work/family dimension as a short-term implementation strategy rather than a continuous dynamic problem solving process and a driving force in the formulation of strategic plans. Work/family issues are often taken into account only to the extent necessary to recruit and retain skilled employees to assure that the organization has enough qualified people to meet organizational demands.

Demographic Variables

Findings from data collected on the proportion of female employees indicated that a majority of firms maintained a female labor force constituency of more than forty five percent. Approximately one third of responding companies managed a female labor force of over sixty percent. In contrast, the national female civilian employment rate was approximately 46%. It is often ideologically and practically assumed that work/family issues are women's issues. It therefore may be the case that the necessity to be more aware of pressing work/family issues is more prevalent among employers who manage large female work forces.

In this study, women's representation in managerial and top-ranked senior vice-president positions out-paced the national averages for female executive status. The national average for female managerial representation is 39.9% and 3-4% for senior vice-president positions.

Approximately eighty percent of respondent firms were non-unionized. Foulke (1980) has stressed that companies maintaining non-union status can be expected to develop strategies to identify employee concerns (e.g. work/family conflict) before they become sources of major discontent. While unionized firms were less represented than

non-unionized firms in this study, they maintained union memberships which nearly doubled the national rate of 11%. These unions included some of the most powerful and vocal international unions in the world, unions with large female constituencies, and unions that have historically negotiated for comprehensive work/family packages.

Effective work/family planning should include the involvement and support of CEO's, senior management and human resource executives. An overwhelming majority of respondent firms gave equal consideration to all levels and categories of employees in the development and provision of programs to assist employees in balancing their work and family responsibilities. This finding is somewhat surprising as professional and managerial employees are often unable to take advantage of many of these programs, particularly those involving flexible work arrangements (Catalyst, 1995).

As expected, more than three out of four companies reported that they made products for or offered services to the consumer market. This finding indicates that service sector employers are showing considerable interest in and are more responsive to employee and community needs because their efforts directly benefit public relations and a financial return on their investment.

A strong case for business involvement was made in this study. While it remains methodologically difficult to measure and quantify the fiscal effectiveness of work/family programs, when firms were asked to assess the contribution of work/family planning to organizational bottom-line performance, almost sixty percent of employers responded that work/family planning was an "important" contribution to bottom-line performance. Approximately one out of four companies indicated that work/family planning was "very important" to bottom line performance. Far fewer firms suggested that work/family

benefits were "slightly important" or of "no importance" to the bottom-line. This data suggests that these organizations appear to be moderately influenced by a concern for the relationship between work/family practices and the desired effects on bottom-line profitability.

Summarized findings on the approximate percentages of employee population by age category showed that employees within the 18-24 year, the 45-60 year and 60+ year age range made up less than thirty percent of employee populations. Those employees aged 25-34 and 35-44 years were fairly evenly distributed between zero and thirty percent and thirty one and seventy-five percent of the employee population. The data lend some support to the proposition that employers maintaining younger (childbearing age) employees, who quite probably make the complexities of family and work life more apparent, can be expected to be more sensitive to these issues.

Concluding Points

From the descriptive and statistical results presented above, a number of general conclusions emerge.

Clearly, the respondent firms in this study are extraordinarily invested and involved in developing and implementing state of the art work/family programming and are producing meaningful progress toward effective work/family change processes. These are impressive achievements.

At the same time, evidence from this study suggests that comprehensive strategic formal work/family planning is still evolving, even in the "best" companies for working parents. This results suggests that the literature is far ahead of actual work/family practices among U.S. companies.

A disproportionately small number of respondents in this study have reached Friedman and Galinsky's (1990) developmental level III in their evolutionary process of responding to work/family issues. Despite the somewhat disappointing nature of this finding, the trend appears to be toward integrated corporate approaches that reframe work/family relationships in a more dynamic and holistic manner.

Finally, the results of this study provide myriad opportunities for future research.

Recommendations for Future Research

The limitations of the present study point to several areas for future research.

Because of a lack of depth associated with questionnaire surveys it may be desirable to use semi-structured interviews to identify and compare work/family planning approaches. Efforts should be made to collect data not only from the personnel/human resource executives in the organization, but also other organizational constituencies such as top management, line management, professional staff and workers. This type of approach, while time consuming and costly, may provide greater insight into understanding the level of commitment to work/family planning and the processes needed to introduce and sustain increasingly more evolved work/family practices in organizations.

This study consisted essentially of the "Best" U.S. companies for working families. Perhaps the most important research that could follow is to conduct a study which compares and contrasts the characteristics and programs of a broader range of U.S. companies, from those known to be extraordinarily supportive of work/family issues to those that who provide little or no support. This research will provide much greater insight into understanding those variables associated with successful work/family planning practices.

Efforts to understand how organizations are responding to work/family concerns must go beyond cataloging lists of programs. Research is needed which examines the premises and logic of workplace work/family support. For example, what effect do prevailing norms and organizational culture have on organizational members' ability to understand and act on work/family concerns? What lasting cultural changes will result in fundamental shifts in how work/family concerns are interpreted and responded? How, for example, do "traditional" ideologies in U.S. business and current work arrangements based on these ideologies reinforce gender stereotypes and perpetuate a system that denies women money, status and authority and denies men options for parental involvement?

There is no question that as a labor force constituency, working mothers are a particularly disadvantaged group. Further research is needed which may provide greater insight into how organizational, cultural, and structural requirements will create more labor force participation, increased occupational choices, greater opportunities for job training and career development and increased earnings potential for working mothers.

More research is also needed on the impact of U.S. employers' levels of tolerance for work/family problems that affect men. Future research is needed to determine the availability, utilization and effects of workplace policies intended to provide assistance for working parents, but are not necessarily available to working fathers. The following questions need to be addressed. Why aren't more men being rewarded for their performance as parents? What practical and ideological barriers exist to create barriers to those fathers who want to take on more parental responsibilities? What are the effects of the social attitudes of employers, economic constraints, and structural variables such as gender-restricted policies on the utilization of family policy initiatives by men?

To date there is a serious lack of research on the effects of the reciprocal relationship between work/family policy and employing organizations. Because work/family practices must be directed towards developing an integrated set of policies and programs to achieve both employee and organizational effectiveness, future research is needed to identify both the quantitative and qualitative organizational results most affected by these practices.

Defining and measuring variables associated with successful work/family policy development are often hard to measure because of the difficulty involved in quantifying quality. In this study, it was not possible to demonstrate the direct relationship between work/family planning practices and organizational performance using only subjective evaluations of some performance measures of the benefits of work/family planning. The work/family performance variables used in this study require greater refinement and analysis. For example, the quality of a measure may produce more or less depending on

what organizational benefit is being sought. While data utilizing work/family performance measures are hard to obtain, they may provide greater insight into isolating those organizational outcomes significantly affected by work/family planning efforts.

A complementary research direction would be to undertake qualitative approaches to evaluation. Walker (1980) has suggested that the evaluation of human resource planning is inescapably subjective and qualitative in nature. Ultimately, however, the effectiveness of work/family planning processes as a whole must be demonstrated.

Corporate work/family planning must be viewed as a vital part of the overall strategic corporate planning of organizations and cannot be effectively carried out as a separate or parallel activity. Important research that could follow this study would be to analyze how to better integrate work/family planning with strategic business planning, how to better analyze time frames, the short and long term effects that modify organizational results, how to better align work/family planning with career planning and how to assess work/family planning strategies not answered by this research.

To fully understand work/family linkages, multiple levels of analysis must be employed. Many work/family researchers stress the fact that it is not work/family policies alone that lag behind the always changing realities of balancing work issues with family concerns. Research efforts in the work/family area should be in a better position to reflect on and uncover the necessary elements for the continuous refinement of our developmental understanding of employer work/family policies.

For example, the definitive need for improved conceptual and theoretical understanding of work/family issues is explicit in the literature on work/family policy evaluation research (Bowden, 1988). There is a continued need for research which addresses the theoretical nature of work/family models in order to elucidate and articulate processes where work and family are linked, especially in this case, the development of employer supported work/family policies. Without an overarching theoretical model, conceptualizations of employer responsiveness are severely restricted.

Failure to address historical methodological weaknesses in work/family policy evaluation research including non-rigorous soft data, weaknesses in statistical techniques, poor data collection and analysis, small sample sizes, low response rates, and a general lack of longitudinal or retrospective studies will hinder researchers efforts to fully evaluate employer work/family planning processes. For obvious reason, improvement in these areas will lead to greatly improved interpretations of the data and ultimately to sound management decisions.

Insofar as researchers demonstrate the ways in which theoretically, conceptually and methodologically refined work/family research leads us away from ambiguous meaning into advanced understanding, a more optimistic and enlightened business response is possible.

APPENDIX A
SURVEY LETTER

September 23, 1994

In recent years there has been a growing interest among business leaders, scholars and researchers in planning for the management of work/family needs in workplace organizations. (Briefly, I define "work/family" as the conflict between work and family roles) Little is known about the characteristics of companies that are recognized leaders in work/family policy development.

The enclosed questionnaire is part of a study of work/family planning practices in organizations. Because your company has been identified as one of the "best companies" for working parents by Working Mother Magazine, I would like to include your company in my study of work/family supportive employers. The study is concerned directly with learning more about the specific variables that appear to be important determinants in the successful implementation of supportive employer work/family practices.

I am particularly interested in obtaining your response because you are one of a limited number of firms in the U.S. considered to be true work/family innovators. The success of this project depends on getting cooperation from you and other human resource professionals. Your answers will be kept confidential and used only in combination with others to get a composite picture. In return for your participation, I will send you a summary of the results. Please call me if you have any questions or comments at 413-546-2665.

It will take about ten minutes to answer the questionnaire. It will be appreciated if you will complete the enclosed questionnaire prior to October 10, 1994 and return it in the stamped reply envelope. Thank you very much for your cooperation.

Sincerely,

Elizabeth A. Gilbert
Doctoral Candidate (Enclosure)

SECOND SURVEY LETTER

October 28, 1994

I know that fall can be a very busy time of year and I apologize for being presumptuous, but I will wager a guess that the survey I sent you last month is bundled in a pile of mail that you just haven't been able to get to yet.

Because of your status as one of the "best" companies for working mothers, I know you share with me an understanding of how credible research on work/family issues facilitates organizational effectiveness. I have great confidence in the importance of this study, especially because it recognizes and sanctions the significance of the kinds of corporate concern and support for work/family matters that only well-managed and truly innovative companies such as yours provide.

As I mentioned in my last letter, I would be more than happy to send you a copy of the completed results of this study. Having said all of this, let me please urge you to complete the enclosed survey at your earliest convenience and return it to me as soon as possible.

If I have not received it by November 15, 1994, I would like to take the liberty of calling you to complete it on the telephone.

Again, thank you very much for your time and consideration.

Sincerely,

Elizabeth A. Gilbert
Doctoral Candidate

MANAGING WORK AND FAMILY: A SURVEY OF THE "BEST" 100 EMPLOYERS FOR
WORKING MOTHERS

Education Department - Human Development

Instructions: In the first section of this survey, questions can be answered by checking the appropriate number unless otherwise noted. On questions #15 and #16, for each statement there are a series of five possible responses. Please check the response which most closely reflects your opinion. The answers you give will be completely confidential. If you have any questions about the study, please write or call the researcher.

Please return to: Elizabeth A. Gilbert, P.O. Box 2595, Amherst, MA 01004 (413-546-2665)

Q1. What is your job title? (Check one)

1. Senior VP of Human Resources
2. VP of Human Resources
3. Director/Manager of Human Resources
4. Work/Family Coordinator
5. Other

Q2. Please indicate in what year your company initiated formal work/family policies?

19 _____

Q3. Please indicate the organizational level at which work/family programs are initiated. (Check one)

1. CEO
2. Senior Management
3. Human Resource Personnel
4. Union Management
5. Employee interest
6. Other (specify)-----

Q4. Which individual or group within the organization is most responsible for directing long-range work/family policy development? (Check one)

1. CEO
2. Corporate Senior Management
3. Division Senior Management
4. Corporate Personnel/Human Resource Staff
5. Division Personnel/Human Resource Staff
6. Work/Family Coordinator

Q5. Does your company engage in long-range work/family human resource planning? (Check one). If you answer "No" to this question, please go to Question #6. If you answer "Yes", please continue and answer Questions Q5A, Q5B, Q5C, and Q5D.

1. Yes
2. No

Q5a. Which of the following external factors are included in your long-range analysis?

1. demographic trends
2. social/cultural values and attitudes
3. economic conditions
4. political/legal/regulatory developments
5. labor market conditions
6. other (specify) _____ -
7. none

Q5b. Does your long-range work/family human resource policy planning include the identification of objectives and strategies for any of the following? (Check as many as applicable)

1. recruitment and staffing
2. compensation
3. training and development
4. employee benefits
5. EEO
6. political/legal/regulatory work/family requirements
7. union contracts
8. other (specify) _____
9. none

Q5c. To what degree is your work/family human resource planning integrated with strategic business planning in your organization? (Check one)

1. There is no formal integration
2. In most cases work/family policy development begins only after strategic business plans are formulated
3. Before strategic business plans are finalized, information about work/family issues is requested by strategic planners
4. Work/family policy development is an integral part of strategic business planning

Q6. Which of the following categories of employees are covered by your work/family policies? (Check as many as applicable)

1. Managerial
2. Technical and Professional
3. Office and Clerical
4. Skilled
5. Unskilled
6. Permanent P/T
7. Contingent Workers
8. All Employees

Q7. Please indicate which of the following formal programs your organization provides to advance the status of women employees. (Check as many as applicable)

1. Women's support groups
2. Women's networking groups
3. Mentoring programs
4. Training and development opportunities specific to women
5. Scholarships/educational funding for women
6. Ombudsperson for women
7. Monetary rewards/bonuses for managers who hire women
8. None of the above

Q8. Does your organization have a union? (Check Yes or No) If so, which one(s)? (Name them)

1. Yes
2. No

Union Name(s) -----

Q9. Does your firm make products for, or offer services to the consumer market? (Check Yes or NO) If so, which product or service? (Name)

1. Yes
2. No

Name of product/service-----

Q10. Please indicate which of the following descriptors are characteristic of your organization. (Check as many as applicable)

1. Family-owned business
2. Family-owned business whose stock is now publicly held
3. Your organization is largely concentrated in single location and maintains a "company-town image.
4. Geographically dispersed
5. Regional
6. Multi-National

Q11. In your opinion, what has been the contribution of work/family planning to the bottom-line performance of your organization? (Check one)

1. Of no importance
2. Slightly important
3. Important
4. Very important
5. Extremely important

Q12. Please estimate the approximate percentage of your employees for each of the following age categories. (Fill in the percent)

1. 18-24yrs. _____
2. 25-34yrs. _____
3. 35-44yrs. _____
4. 45-60yrs. _____
5. 60(+yrs. _____

Q13. Which age category most closely matches the age range of your (senior) management staff. (Check one)

1. 18-24yrs. _____
2. 25-34yrs _____
3. 35-44yrs. _____
4. 45-60yrs. _____
5. 60(+yrs. _____

Q14. Please estimate the approximate percentage of employees in the entire corporation for each of the following job categories.

- 1. Managerial _____
- 2. Technical and Professional _____
- 3. Office and Clerical _____
- 4. Skilled _____
- 5. Unskilled _____

Q15. In your opinion, in what areas has work/family planning affected your company? (Please check the number in each area)

Not	Extremely			
Helpful	Helpful			
1	2	3	4	5

- A. Overall organizational performance
- B. Employee productivity
- C. Employee job satisfaction
- D. Legal Compliance
- E. Reduced absenteeism
- F. Reduced tardiness
- G. Reduced turnover
- H. Employee Recruitment
- I. Public relations
- J. Labor cost savings
- K. Competitive status with other firms

Q16. In your opinion which of the following do you feel are important prerequisites for effective work/family planning?

(Please check the number in each area)

Not					Extremely
Important					Important
1	2	3	4	5	

- A. Involvement and support of CEO
- B. Involvement and support of senior management
- C. Involvement and support of the human resource staff
- D. A corporate atmosphere/culture that reflects strong support for family concerns
- D. Improved work/family policy evaluation methods
- E. The integration of work/family planning with overall strategic corporate planning
- F. Equal consideration given to all levels and categories of employees

THE 1994 LIST OF THE
100 BEST COMPANIES FOR WORKING MOTHERS

1. Aetna Life & Casualty
2. All State Insurance Company
3. American Airlines
4. American Express
5. American Management Systems
6. Amoco Corporation
7. Arthur Anderson & Company
8. AT&T
9. AVON
10. Baptist Hospital of Miami
11. Barnett Bank
12. Bausch & Lomb
13. Baxter International
14. Bayfront Medical Center
15. BE&K Engineering and Construction
16. Ben & Jerry's HomeMade, Inc.
17. Beth Israel Hospital of Boston
18. Bright Horizons Children's Centers, Inc.
19. The Bureau of National Affairs, Inc.
20. Leo Burnett U.S.A.
21. Calvert Group
22. Campbell Soup Company
23. CIGNA

24. CITIBANK
25. CMP Publications, Inc.
26. The Conde Naste Publications, Inc.
27. CoreStates Financial Corporation
28. Corning Inc.
29. Deloitte & Touche
30. DOW Chemical
31. Dow Jones & Company, Inc.
32. DuPont Company
33. Ernst & Young
34. EXXON Corporation
35. FannieMae (Federal National Mortgage Association)
36. Fel-Pro, Inc.
37. First Chicago Corporation
38. Frontier Cooperative Herbs
39. Gannett Co., Inc.
40. Genentech, Inc.
41. General Motors
42. Glaxo
43. G.T. Waters Products, Inc.
44. Hallmark Cards, Inc.
45. John Hancock Mutual Life Insurance Co.
46. Hanna Anderson
47. Home Box Office
48. Hewitt Associates
49. Hill, Holiday, Connors, Cosmopolos, Inc.
50. Hoechst Celanese Corp.

51. Household International
52. IBM
53. Johnson & Johnson
54. Johnson Wax
55. Lancaster Laboratories, Inc.
56. Lincoln National Corporation
57. Lotus Development Corporation
58. LucasFilm, LTD.
59. Lutheran General Health Systems
60. Marquette Electronics, Inc.
61. Marriott International
62. Mass Mutual Life Insurance Co.
63. Mattel, Inc.
64. MBNA America Bank, NA
65. Mentor Graphics Corporation
66. Merck & Co., Inc.
67. The Miami Herald
68. 3M (Minnesota Mining and Manufacturing)
69. Morrison & Foerster
70. Motorola
71. MONY -Mutual of New York
72. NationsBank Corporation
73. Neuville Industries, Inc.
74. Nike, Inc.
75. Northern Trust Corporation
76. NYNEX
77. PG&E

78. The Partnership Group, Inc.
79. Patagonia
80. Phoenix Home Life Mutual Insurance Co.
81. Pitney Bowes, Inc.
82. Procter & Gamble
83. The Prudential Insurance Company of America
84. Quad/Graphics, Inc.
85. Riverside Methodist Hospital
86. The St. Paul Companies
87. The St. Petersburg Times
88. Salt River Project
89. SAS Institute
90. Schering-Plough Corporation
91. The Seattle Times
92. Silicon Graphics
93. Tom's of Maine, Inc.
94. United States Hosiery Corporation
95. Unum Life Insurance Company of America
96. USA Group, Inc.
97. WearGuard Corporation
98. Wegmans Food Markets, Inc.
99. Work/Family Directions, Inc.
100. XEROX Corporation

Table 29
Intercorrelations of Dependent Variables

	1	2	3	4	5	6	7	8	9	10	11	12
Work/ Family Programs	.6306**											
Female Employees	.1964	.3990**										
Female Managers	.0095	-.0546	.0945									
Age of Employees	.1998	-.0921	-.4708**	-.0658								
Managerial Status	.3858**	-.4520**	-.4805**	.1137	-.0092							
Production/ Performance Effects	.0170	.1251	.2218	-.2201	-.1875	.1010						
Long-Range Planning	.2912	.0704	.2002	.2298	-.1808		-.0028					
Women's Programming	.0921	.1219	.0049	.1514	-.0354	.0966	.2586	.0571				
Size of Company	.2794	.1868	-.3749**	.1703	.1785	.2023	.1068	-.0137	.1759			
Salary Level of Employee	-.3047*	-.3628**	.4027	.2325	.2818	.2069	.1448	.1234	.1383	.4058*		
Unionization	.2629*	.2767*	.1410	.0863	-.0134	-.1165	.1137	-.2053	-.0311	-.2234	-.3272*	
Consumer Market	-.0053	-.0078	.3516**	.1264	-.1039	.1062	.1591	.0364	-.1998	-.2663	-.2403	.1248

Table 5.1 Evolution of Employer Work-Family Programs.

<i>Stage I: Developing a Programmatic Response</i>	<i>Stage II: Developing an Integrated Approach</i>	<i>Stage III: Changing the Culture</i>
Commitment		
<i>Emerging but tentative</i>	<i>Work-family as a human resource issue</i>	<i>Work-life as a competitive issue</i>
Overcoming assumptions: Work-family is not a business issue Equality means the same policy for all employees Child-care assistance means creating on- or near-site facilities	Focus on child care is expanded to include other work-family issues (elder care, Programs and policies broaden	Work-family issues throughout the company are integrated with such issues as gender equity and diversity There is a movement toward a life-cycle approach, thus broadening the concept of work-family to "work-life" Company involvement extends to global issues and concerns Developing work-family policies is seen as a continuous, dynamic, problem-solving process.
Process		
<i>Identifying the problem</i>	<i>Centralizing responsibility for work family programs</i>	<i>Mainstreaming the issues</i>
Committed individual(s)/champion(s) takes on the job of making a business case for a company response to work-family issues Champion(s) convinces others that there is a cost to not responding, for example, employees may miss time or be less productive because of unmet child-care needs Champion(s) demonstrates many possible solutions If a task force is created to assess employees' needs (usually through surveys or focus groups), its focus is on child care	Part- or full-time responsibility is assigned to an individual or group, often at the level of director, manager, or vice president Position of work-family coordinator may be instituted Top-level commitment begins to emerge Work-family initiatives are seen as a key to recruiting and retaining skilled employees Training to help supervisors manage work-family issues may be initiated If a task force is created, its focus is on work-family issues	Implementing flexible time and leave policies becomes central Changing the workplace to be more flexible calls traditional work assumptions into question Work-family management training is undertaken, or such training is integrated into core management education programs If a task force is created, its focus is on work-life issues
Solutions		
<i>One at a time</i>	<i>Integrated</i>	<i>Holistic and strategic</i>
Programs generally focus on child care for employees with young children Separate solutions are found in the following areas: child-care assistance, flexible time policies, and flexible benefits The one or two solutions developed are seen as an add-on to other human resource programs	The extent to which personnel policies, time and leave policies, and benefits affect family life is considered A package of several policies and programs is developed in response to a wide variety of work-family problems Policies are periodically reviewed and revised Work-family and other issues are seen as ongoing and dynamic	Full consideration is given to company culture and its effect on family/personal life Consideration is given to the effects of using family-responsive policies on career development Work-family issues become linked to strategic business planning
Community focus		
<i>Informative</i>	<i>Collaborative</i>	<i>Influential</i>
Companies begin to share information with each other, but generally act alone to solve problems and develop programs	Companies and individuals come together to share information, solve problems, and develop joint solutions Companies and individuals reach out to their communities to share resources Some advocacy for local, state, and federal programs such as Head Start/child care	Companies advocate or designate funds for improving the quality and supply community-based dependent-care services Company programs reach out to the underserved in their communities as well as their own employees

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