

Harmonizing Pregnancy, Parenting and Work Family Responsible Policies Across Countries and Organizations

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Pregnancy in the Workplace



“From the end of the table, Stella chipped in that she had something she wished to share with the class.

She said a heavy burden had been on her mind for many years. A large telecommunications firm had given her an offer of employment on terms she could not refuse.

The only condition was that she would *not be entitled to maternity leave for the first four years of her employment*. If she got pregnant she would have to leave the job. She agreed to the terms and accepted the offer.

As it turned out she did get pregnant after 2 years and informed her boss accordingly. She was given an ultimatum to resign or have her employment terminated. Her husband had been unemployed at the time and hers was the family’s sole income.

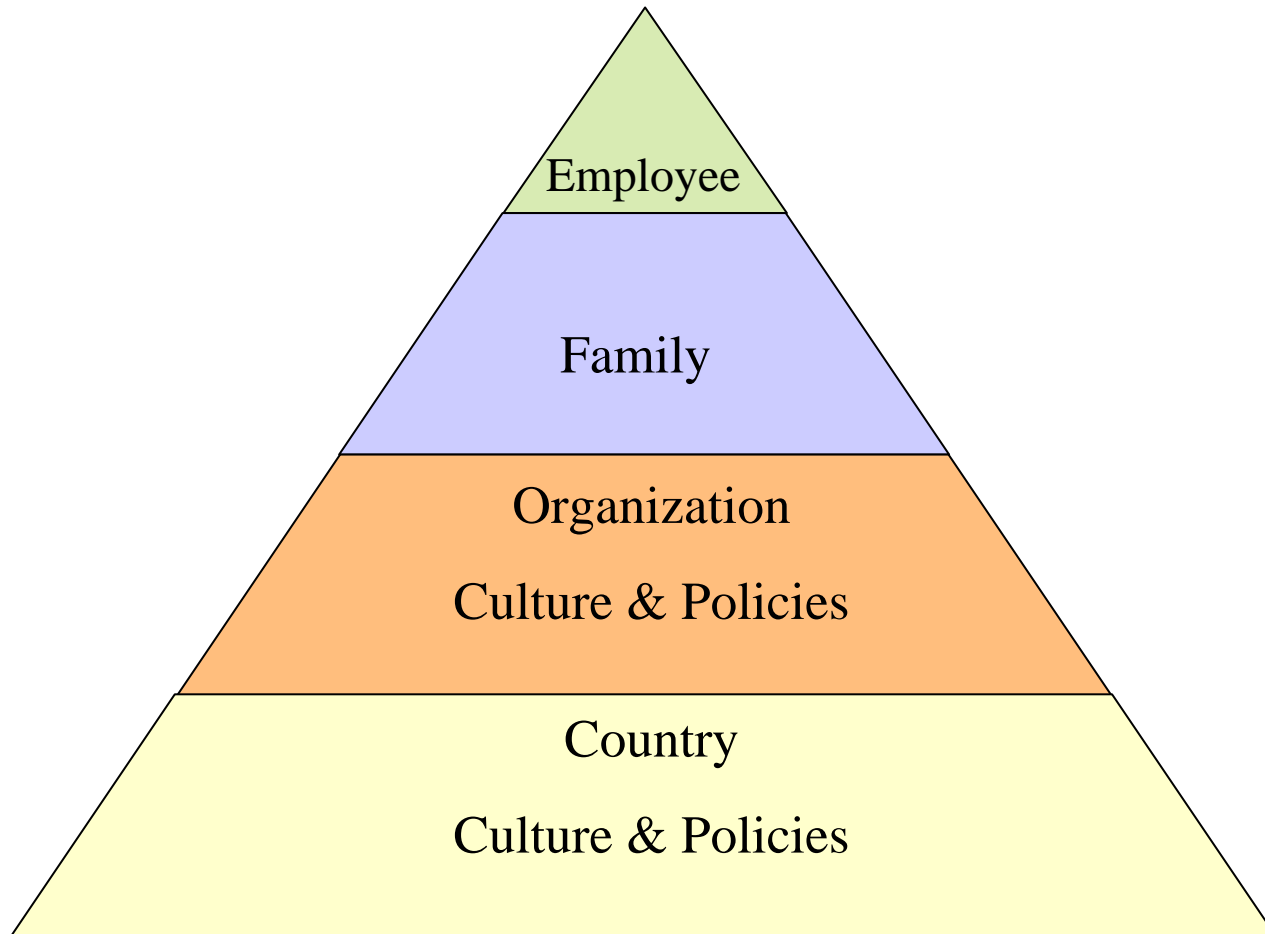
She had secretly terminated the pregnancy and told everyone, including her husband, that she had lost the baby.”

(Ugochukwu, 2003)

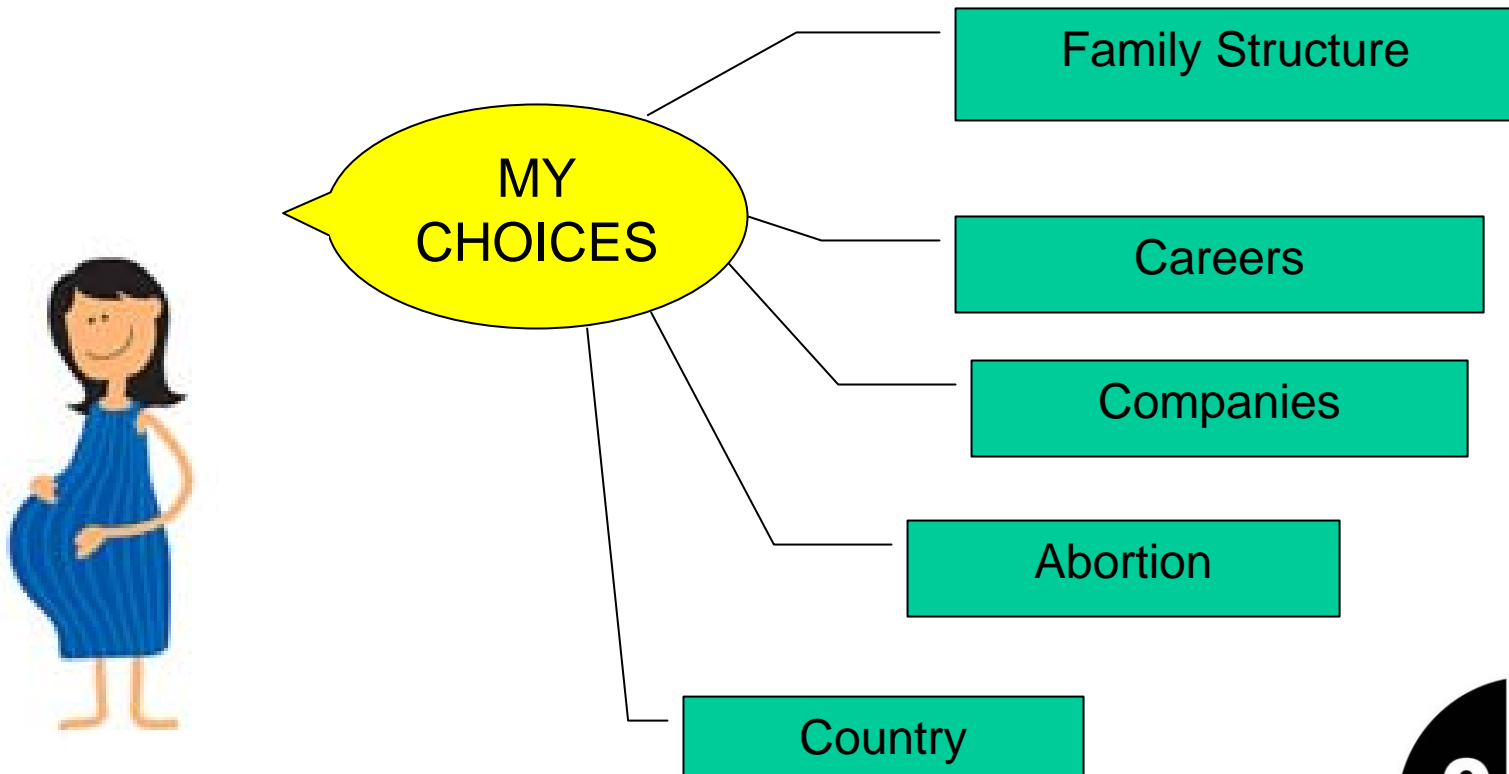
Case study from Lagos Business School, Nigeria, Africa

(In, Chantal Epie, 2007)

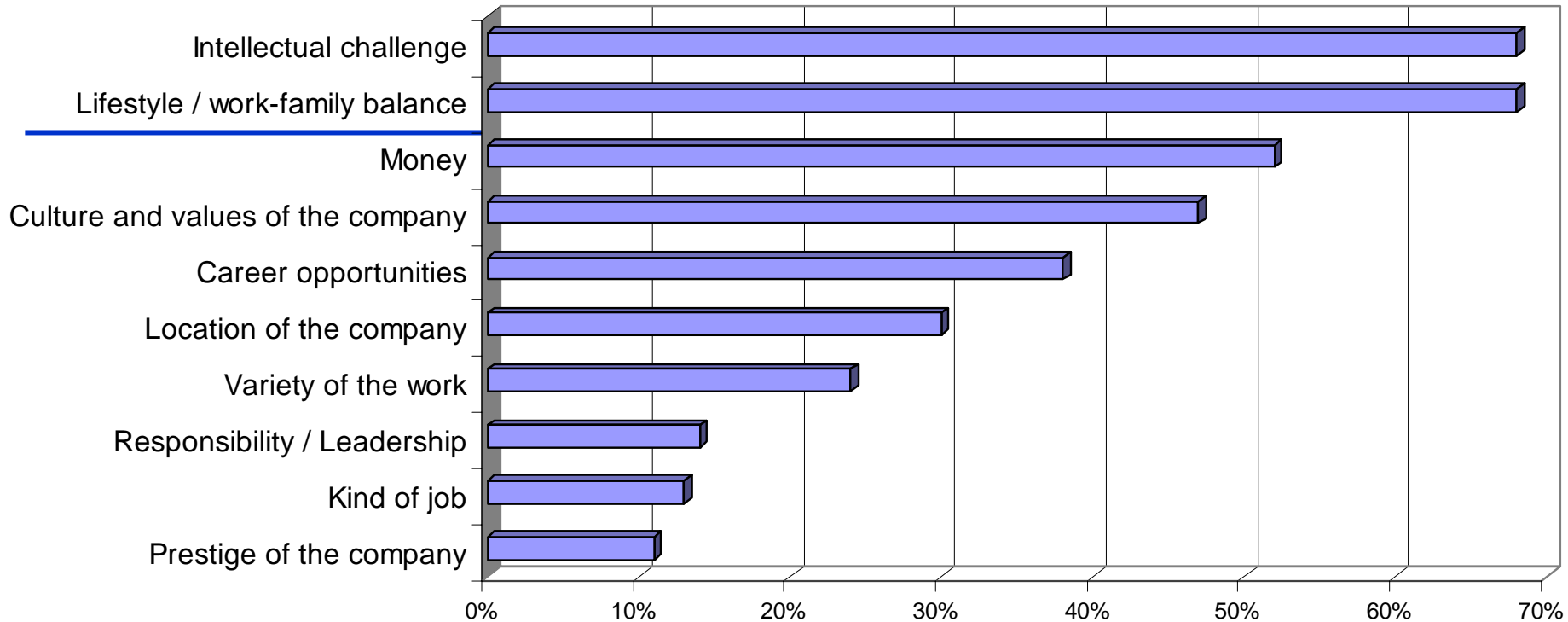
Factors Affecting One's Ability to Reconcile Pregnancy, Parenting, and Employment



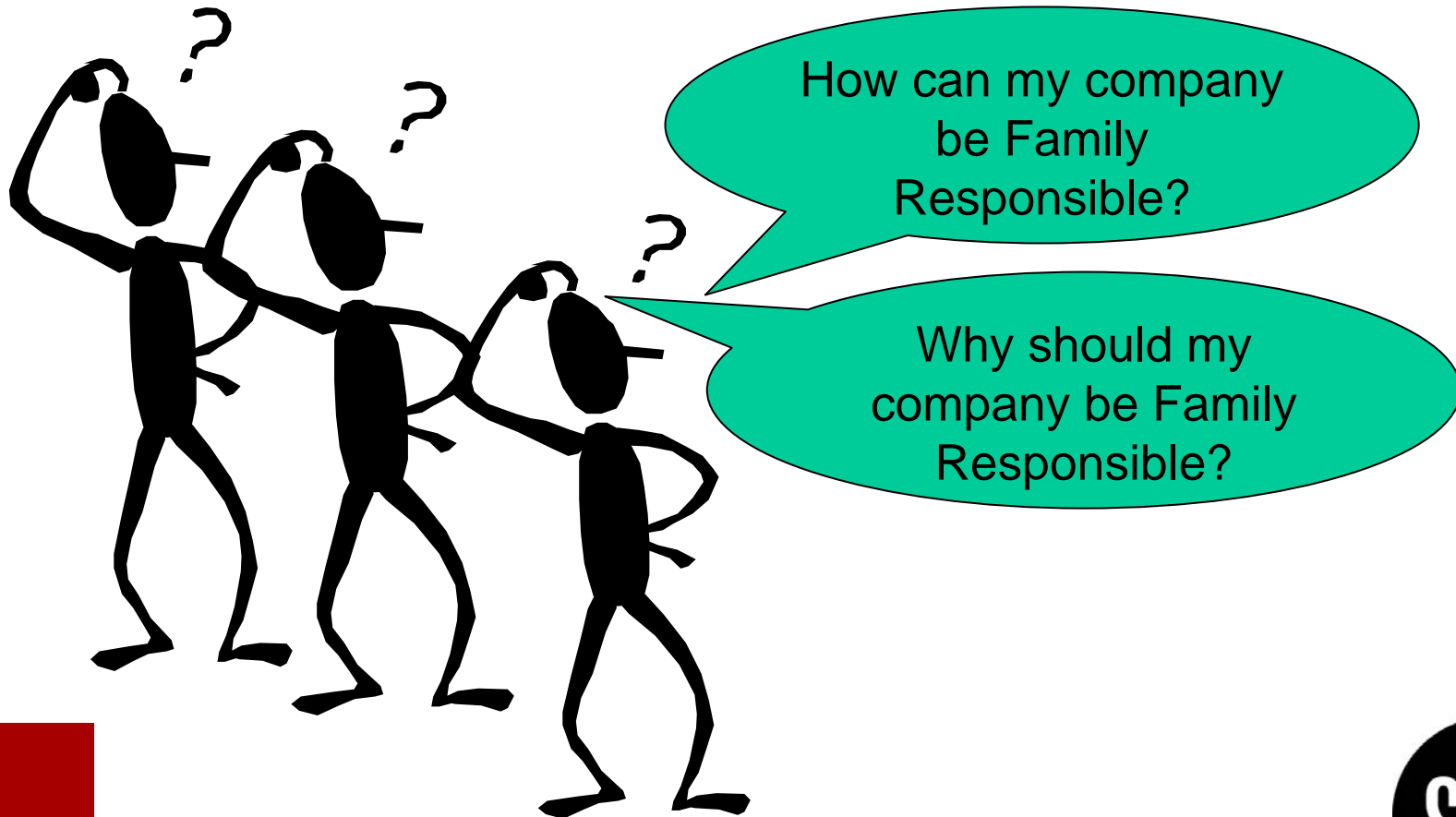
What Can Employees do to Harmonize Parenting and Work?



Decision-making criteria of MBA graduates



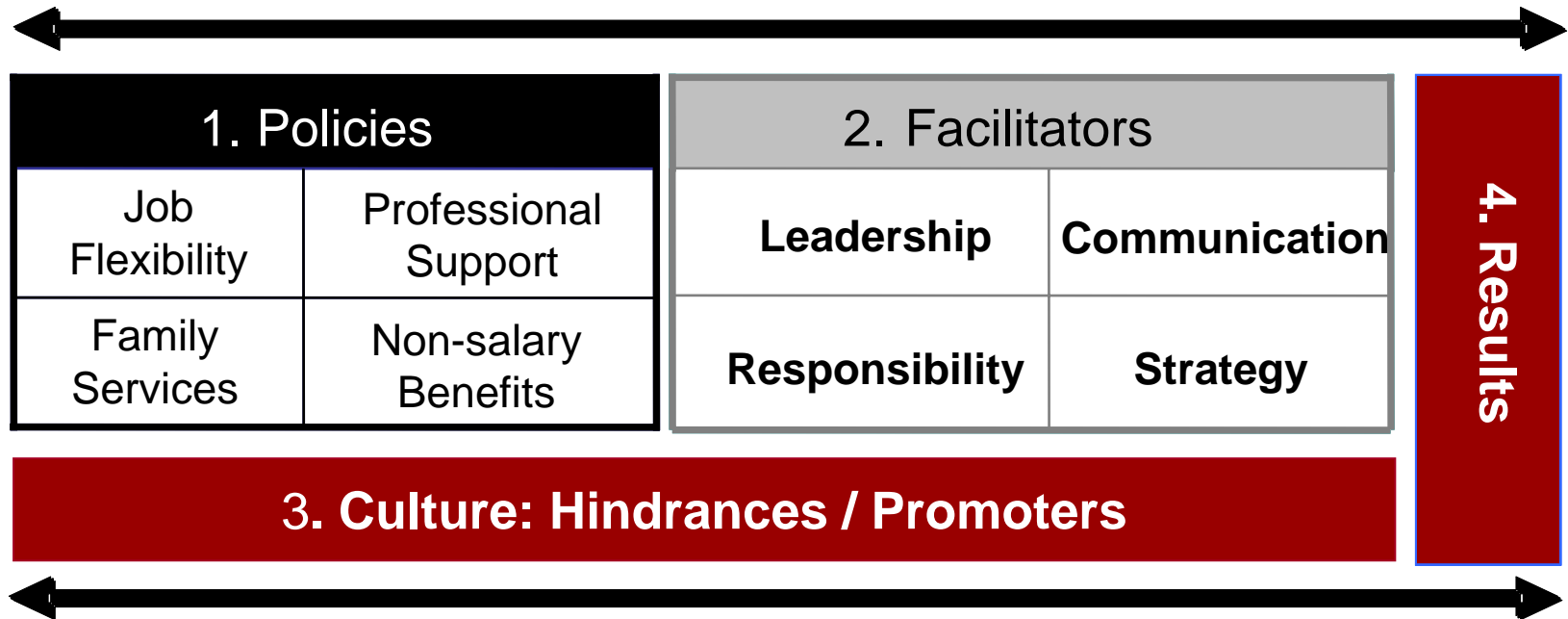
What Can Organizations Do?



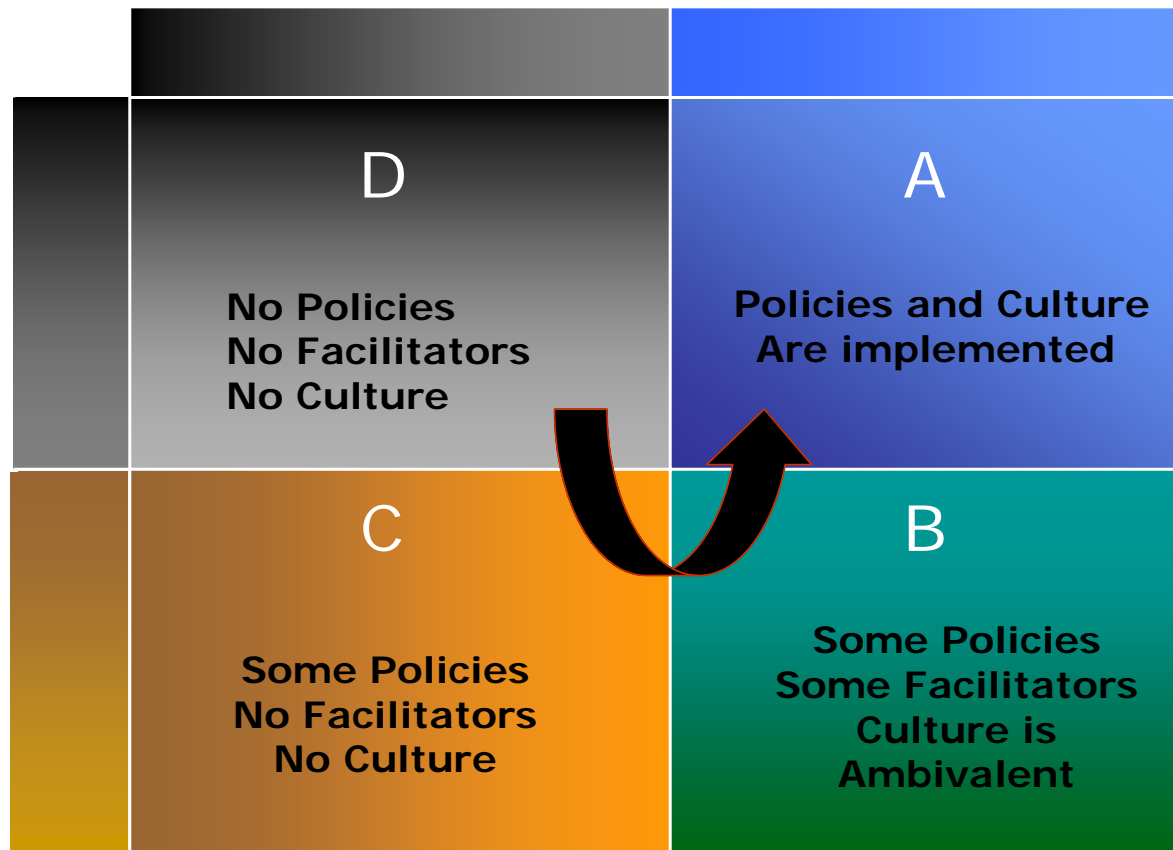
What is a Family Responsible Organization?

- Provides Country Sensitive Work Family Policies that allows employees to cope with the stress of handling family and work roles
- Provides a Family Responsible Organizational Culture where employees at all levels believe that a family supportive organization can be financially successful

FRC[©] Model



Stages in Family-Responsible Companies FRC[©]





FACILITATORS

Responsibility →

	A	B	C	D
Directors are sensitive to the importance of WF balance	100%	100%	98%	80%
Directors display family-responsible behavior	100%	100%	97%	63%

Strategy →

The WF policies are used	86%	48%	18%	4%
There is a budget earmarked for these policies	76%	31%	6%	0%

Communications →

Family-responsible initiatives are made known in the company by official communication or meetings	98%	82%	35%	3%
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Leadership →

Have a person in charge of the family responsible projects	94%	70%	24%	7%
Trade Union Support	76%	58%	34%	18%





CULTURE

Use of Time →

Career Choices →

Commitment →

	A	B	C	D
Employees are never expected to take work home	74%	65%	56%	39%
Employees are encouraged to go home at a certain time of the day	53%	23%	6%	0%
Rejecting promotions for family reasons does not affect employees career	82%	69%	55%	24%
Decisions in the HR department take an employee's family/ personal situation into account	82%	39%	15%	1%
An employee that benefits from a leave of absence or a reduction in hours for family reasons is judged as being less committed to the company	95%	76%	53%	20%
Executives are understanding when employees put their families first	65%	25%	9%	1%



POLICIES

**FLEXIBLE
WORK POLICIES**



Maternity Leave Beyond The Legal Minimum

Paternity Leave Beyond the Legal Minimum

Flexible Work Schedule

Possibility of Working at Home

**PROFESSIONAL
TRAINING**



Training on Gender Work Style

Training on Time Management

Training on Work Family Balance

**NON SALARY
BENEFITS**



On Site Child Care

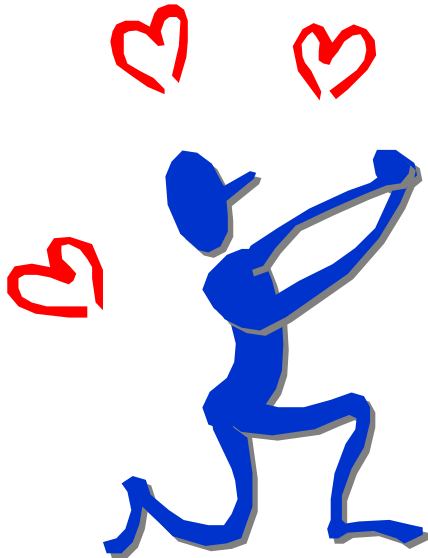
Subsidize Child Care

Information on Day Care

Why be family responsible?

- Enhances recruitment and retention of valuable employees and associated recruitment and training cost savings
- Improves employee morale, satisfaction, commitment and productivity
- Creates a favourable view of the job, company, and workload
- Reduces stress, absence, tardiness and turnover
- Saves in office space and equipment
- Improves transportation and parking options; time lost in traffic jams can be invested in work.

Some Family-Responsible Companies (FRCs)



- ✓ IESE Business School
- ✓ Novartis
- ✓ Procter & Gamble

What Can Countries do to Harmonize Parenting and Employment?



Societal Policies
&
Cultural Expectations



Types of Policies

•Flexible working hours

Parental leaves

Child Care
Provision

Family allowance



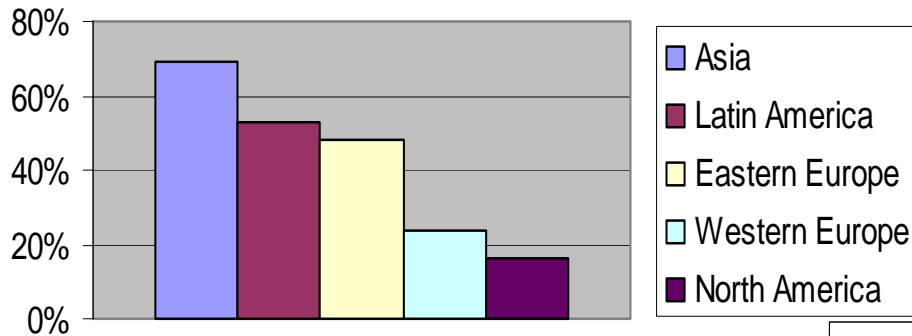
Global Companies

A Cross Cultural Study on Organizational Work Family Policies shows some differences...

- Does a family supportive organization influences job satisfaction and work family conflict across countries?
- Does flexible work arrangements influence job satisfaction and work family conflict across countries?
- What are the culturally sensitive organizational policies?

** with Dr. Paul Spector, Dr. Tammy Allen from University of Florida and Dr. Steven Poelmans from IESE Business School

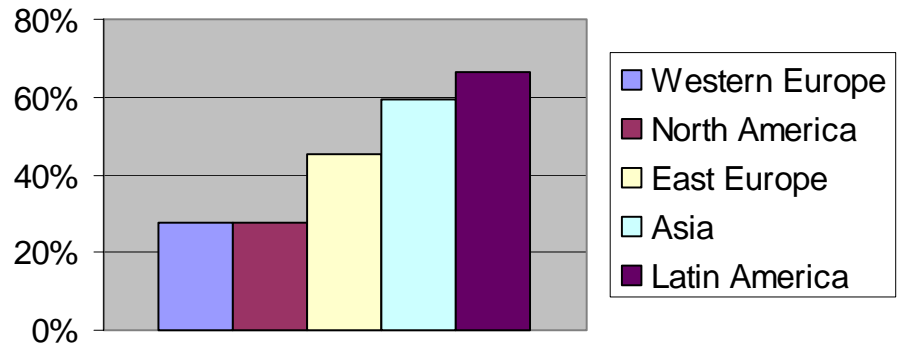
Percentage of Managers Working in Companies Without Flexible Policies



Flexible Hours
Compressed Working Hours
Part-Time
Working from home

On-site childcare
Subsidized local childcare
Childcare information service
Paid maternal leave
Paid parental leave
Elder care

Percentage of Managers Working in Companies with No Dependent Care Benefits



** Data from the Collaborative International Study of Managerial Stress with Dr. Paul Spector, Dr. Tammy Allen from University of Florida and Dr. Steven Poelmans from IESE Business School

Across Countries

- Individuals who work in companies that offer flexible working arrangements are more satisfied at work.
- Individuals who work in companies that provides a family supportive organizational culture are happier at work and experience less work family conflict

Promoting Parenting and Work Harmonization

Culture & Policies
National and Organizational Level



Countries

- Legislative framework
- Cultural norms and expectations

Companies

- Leadership Support
- Peer Support
- Budget allocation/Strategy



THANKS!



www.iese.edu/icwf



<http://sbs.ac.ke/crwf/>



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