Flexing the Boundary between Work and Family

RESULTS OF THE IESE CORPORATE FAMILY RESPONSIBILITY SURVEY IN THE PHILIPPINES

MBC RESEARCH REPORT

IFREI
CORPORATE FAMILY RESPONSIBILITY

HIGHLIGHTS

- About 14% of people in **polluted** environments claim satisfaction with work-family balance compared to 67% of those in **enriching** environments

- 89% of employees working in **enriching** environments perceive support from their organization, compared to 5% of those who work in **polluted** environments.

- Only 3 out of 10 people believe that making use of the company's work-family integration policies does not have a negative impact on their career.

- A low of 13% of employees in **enriching** environments have turnover intention compared to a high of 62% in **polluted** environments.

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IESE Business School University of Navarra | International Center for Work and Family

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MAKATI BUSINESS CLUB
THE FORUM FOR CONSTRUCTIVE IDEAS

This report presents the conclusions of the study on family-responsible policies and practices in the Philippines and their outcomes on individuals and organizations. We have gathered responses from 411 individuals, 59% women and 41% men, from different companies in the Philippines.

PRESENTATION

Results show that 51% of those surveyed find themselves in environments that systematically or occasionally promote work-family balance (18% in **enriching** environments and 33% in **favorable** environments). The remaining 49% perceive their environments as occasionally or systematically hindering the integration of work and family, that is, **unfavorable** (43%) and **polluted** (6%) environments.

We do hope that this report will help businesses to help their employees balance their work, family, and personal lives. Creating and implementing family-responsible policies is a good start but is not a sufficient condition to having happy and productive employees. The role of managers is also critical in effectively assisting their subordinates to address work-life conflicts, thus promoting greater productivity in the workplace. Through the managers' decisions and behavior, they can foster an organizational culture that values the essential role of the family in developing the right attitudes of tomorrow's workforce.

Lastly, it is with great pride that we are publishing this report, in cooperation with the Makati Business Club, the inaugural publication of the UA&P Programme for Work and Family Integration in this year 2014, the 20th anniversary of the International Year of the Family.

INTRODUCTION
Balancing work and family is a critical concern in today's workplace. Jobs have more globalized challenges, are more complex, and demand longer hours of work, if not 24/7 commitment. More and more women are entering the labor force, not only due to career aspirations and educational achievements, but also because of the need to support their families as primary, secondary or solitary bread-

winners. Among men, there are value shifts in that there is a significant number who choose to participate more in child-rearing, be less subjected to fixed employment hours, or are willing exchange domestic roles with wives who possess greater earning capacity. With longer life expectancy, elderly parents and relatives can require the time and attention of working people of any age, gender, civil status, or income level. These demographic changes are leading individuals to continuously juggle paid work and personal/family demands, not without negative consequences to themselves, families, business, and society at large.

The responses of employers to the trend of putting greater focus on work-life balance have ranged from cautious to reactive, reminiscent of their reactions to corporate social responsibility. There are those who maintain the conviction that workers should render the hours they are paid for and that business is not responsible for non-work spheres. To them, advocates of socially-responsible business need to show the "business case" for social measures that are not as easily quantifiable as profitable ventures. There are other company managers who utilize benchmarks in improving employee morale, company reputation, and talent retention. They are more open to the idea that it does make "business sense" to have an inclusive organization.

In the light of varied attitudes towards employees' family lives, research has shown the work and business outcomes of work-family initiatives that help reduce employees' work-family conflicts or support their lives outside work.[i] At the individual level, employees have reported greater job satisfaction, better mental health, reduced stress, and self-reported higher levels of engagement, fewer absenteeism, and enhanced productivity. At the organizational level, business outcomes deal with aggregate costs of absenteeism, turnover, productivity, or even healthcare.

Most of these pieces of research, however, are written by authors mostly based in North America and Europe. It is justified to probe how comparable the work-family conflicts of working men and women around the globe, and how applicable the Western work-family initiatives are to the local context. In this regard, we are happy to join a global study on work-family balance to be able to benchmark with good and innovative management practices, as well as deepen our understanding of local realities.

FRAMEWORK AND CONCEPTS
Corporate Family Responsibility (CFR) is the internal, essential, and nuclear dimension of Corporate Social Responsibility (CSR). Coined by the Interna-

The complete report, which includes case studies and other anecdotes on corporate family responsibility initiatives, can be found in http://www.ifrei.asia/publications.

tional Center for Work and Family of the IESE Business School, CFR indicates that a company counts on the leaders, culture, and policies of flexibility to foster in their employees the integration of work, family, and personal lives. A company with CFR has leaders that:

• Make sure every decision takes people into account

• Create flexible and equal opportunity policies and practices

• Foster worker commitment and satisfaction

• Increase the competitiveness and sustainability of the company

The four types of CFR environments can be found below.

The use of the category "polluted" requires some explanation. A business organization impacts on the human ecosystem of people, family, and societies.[ii] It influences the employees' quality of life and their ability to satisfy other vital roles. Companies that promote CFR create **enriching** environments that promote work-life integration. Workers have time to raise children, care for the elderly, and other dependents. On the other hand, a low level of CFR produces **polluted** environments that result in dissatisfaction, stress, loss of motivation, and turnover intentions.

In 1999, the International Center for Work and the Family developed the **IESE Family**

Responsible Employer Index (IFREI). The IFREI questionnaire 1.0 was directed to people managers or human resource departments and it collected information on work-family balance policies and the type of leadership and culture that support their effective implementation. Since 1999, more than 3,800 companies from 19 countries have participated in this survey.

A new version of the questionnaire, IFREI 1.5, was developed in 2010, this time addressed to employees. With over 17,000 respondents from 22 countries, the IFREI 1.5 measured the impact that policies, the supervisor, and culture have on the organizational and individual outcomes.
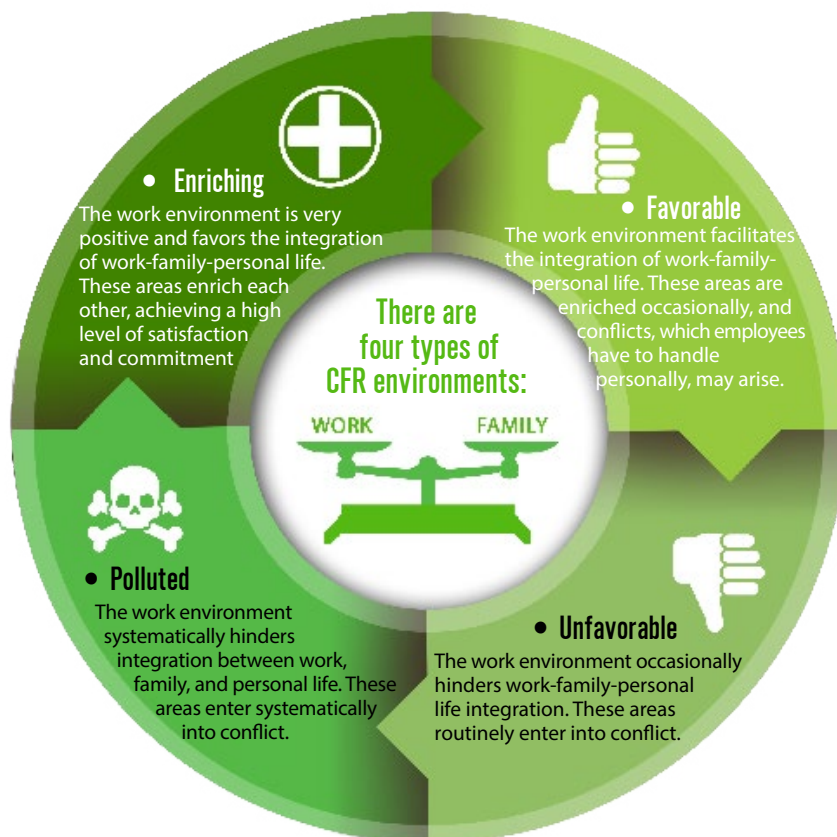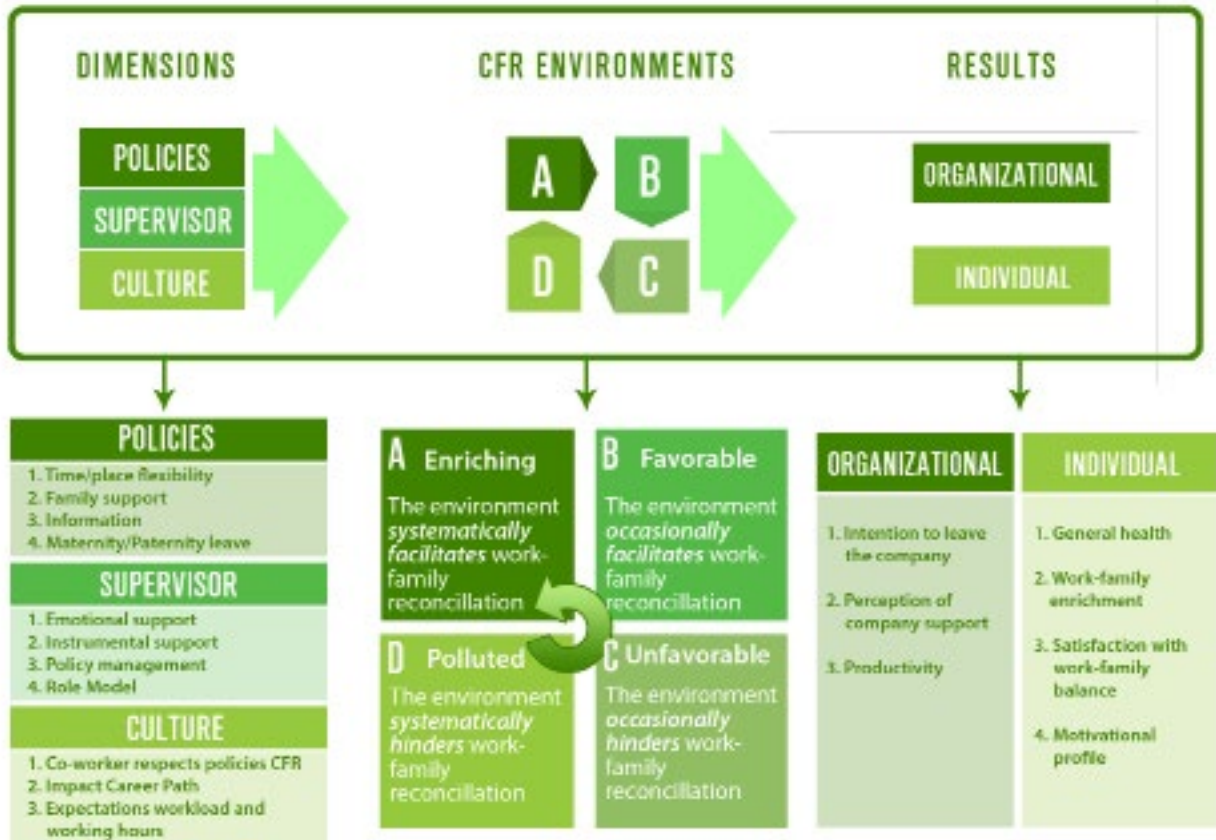
METHODOLOGY AND SAMPLE

The IFREI 1.5 study worldwide was made via online questionnaire. 22 countries participated. The Philippines was the first and only country representing Asia.

The link to the web-based survey for Philippine respondents was sent through email to a sample of 2,496 members of a people management organization, 638 alumni of a postgraduate management program, and 114 employees whose email addresses were provided by 38 undergraduate students taking a Human Resource Management course. Emails were

There are four types of CFR environments:

WORK   FAMILY

Enriching
The work environment is very positive and favors the integration of work-family-personal life. These areas enrich each other, achieving a high level of satisfaction and commitment

Favorable
The work environment facilitates the integration of work-family-personal life. These areas are enriched occasionally, and conflicts, which employees have to handle personally, may arise.

Polluted
The work environment systematically hinders integration between work, family, and personal life. These areas enter systematically into conflict.

Unfavorable
The work environment occasionally hinders work-family-personal life integration. These areas routinely enter into conflict.

TABLE 1: COMPARISON OF CFR ENVIRONMENTS

	ENRICHING	FAVORABLE	UNFAVORABLE	POLLUTED
POLICIES	There are well-defined formal policies which are implemented and accepted by all.	There are formal policies, although they are neither always sufficiently well-defined nor accepted by all.	Formal policies are implemented in a limited way and have little impact on people.	Policies are not implemented.
INDIVIDUAL DECISIONS ON WORK-FAMILY BALANCE	Respected	Respected occasionally.	Hindered.	Not considered.
SUPERVISOR'S ATTITUDE TO FAMILY DEMANDS OF EMPLOYEES	Understanding. They seek to facilitate balance.	Occasionally understanding. Facilitates in certain circumstances.	Obstructive.	Openly not for it.
THE VALUES THAT DEFINE COMPANY CULTURE	Promote an enriching work climate that fosters CFR.	Promote a work climate that is conducive to CFR.	Do not promote the right climate for the development of CFR.	Impede the appropriate work climate for the development of CFR.

FIGURE 1: IFREI FRAMEWORK

DIMENSIONS

POLICIES
1. Time/place flexibility
2. Family support
3. Information
4. Maternity/Paternity leave

SUPERVISOR
1. Emotional support
2. Instrumental support
3. Policy management
4. Role Model

CULTURE
1. Co-worker respects policies CFR
2. Impact Career Path
3. Expectations workload and working hours

CFR ENVIRONMENTS

A Enriching
The environment *systematically facilitates* work-family reconciliation

B Favorable
The environment *occasionally facilitates* work-family reconciliation

D Polluted
The environment *systematically hinders* work-family reconciliation

C Unfavorable
The environment *occasionally hinders* work-family reconciliation

RESULTS

ORGANIZATIONAL
1. Intention to leave the company
2. Perception of company support
3. Productivity

INDIVIDUAL
1. General health
2. Work-family enrichment
3. Satisfaction with work-family balance
4. Motivational profile

sent from September to November 2013.

Data from 411 respondents in the Philippines were collected and these are summarized in Figure 3. Overall, 50.18% of the Philippine respondents have children. Around 63% of the Philippine sample holds managerial positions. Among the managers, 63% have children. Among the respondents who are not managers, 29% have children.

The sample from 17,237 respondents worldwide (Figure 4) has a higher percentage of men than the Philippine sample. Overall, there are more parents since 64.5% of all respondents have children. Moreover in the global sample, only 42% of the respondents are managers. 60% of the people in non-managerial positions are parents.

STUDY RESULTS

CFR ENVIRONMENTS

Figure 5 shows that 51% of the Filipino population surveyed find themselves in an environment (enriching or favorable environments) that promotes the integration of work and family. The remaining 49% work in environments that are difficult and hostile towards work-family integration (unfavorable or polluted environments). Meanwhile, the global results found 46% of the people perceiving themselves as working in enriching and favorable environments, while 54% find

FIGURE 2: IFREI IN 22 COUNTRIES

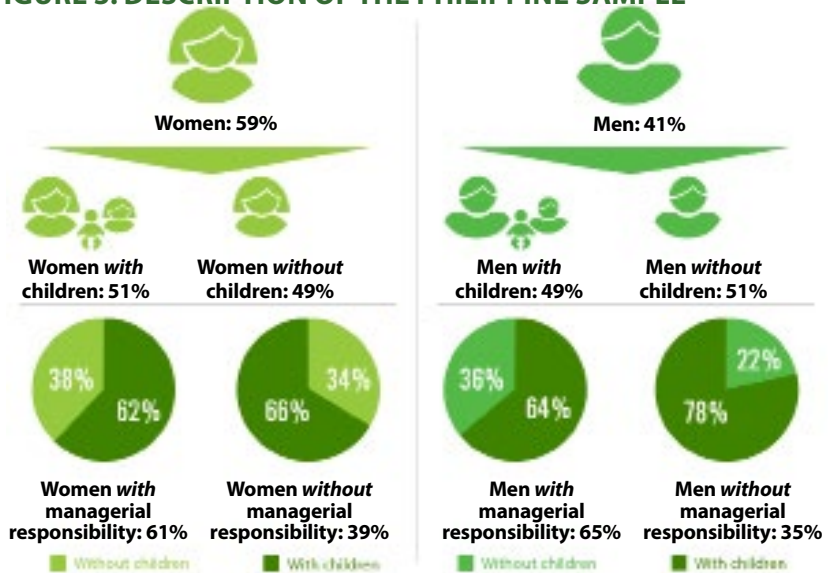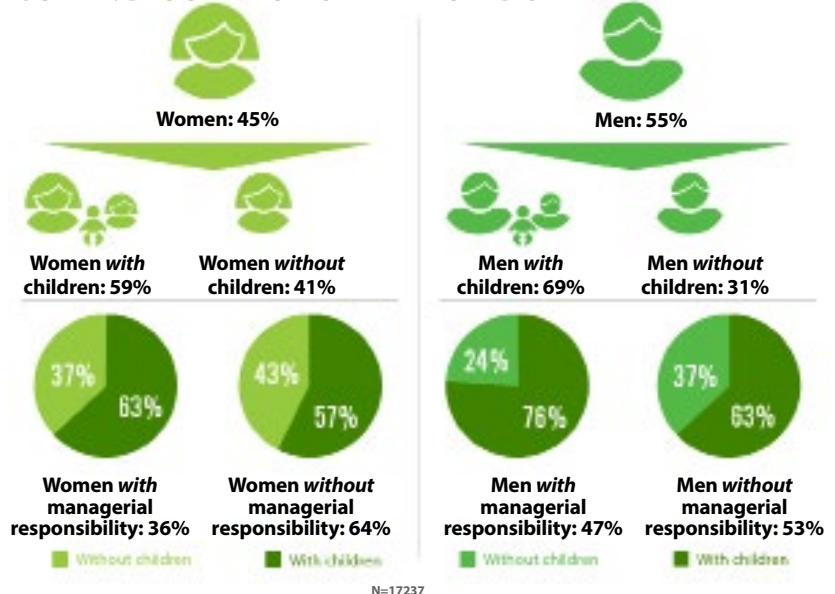**FIGURE 3: DESCRIPTION OF THE PHILIPPINE SAMPLE**

Women: 59%

Men: 41%

Women *with* children: 51% Women *without* children: 49%

Men *with* children: 49% Men *without* children: 51%

38% 62% 66% 34% 36% 64% 22% 78%

Women *with* managerial responsibility: 61% Women *without* managerial responsibility: 39%

Men *with* managerial responsibility: 65% Men *without* managerial responsibility: 35%

☐ Without children ■ With children ☐ Without children ■ With children

N=411

FIGURE 4: DESCRIPTION OF THE WORLD SAMPLE

Women: 45%

Men: 55%

Women *with* children: 59% Women *without* children: 41%

Men *with* children: 69% Men *without* children: 31%

37% 63% 43% 57% 24% 76% 37% 63%

Women *with* managerial responsibility: 36% Women *without* managerial responsibility: 64%

Men *with* managerial responsibility: 47% Men *without* managerial responsibility: 53%

☐ Without children ■ With children ☐ Without children ■ With children

N=17237

themselves in unfavorable and polluted environments.

The 6% of Philippine respondents who perceive their environments as polluting represent 1% of the global sample. The country seems to be better off, but a closer look at the sample can provide an explanation. In the Philippine study, 1 out of 2 respondents have children compared to 2 out of 3 in the global sample. This means that there are more respondents globally who are experiencing the strain of multiple roles.

Moreover, given that 58% of the world respondents are not managers and 60% of which have children, we can assume that they are the ones more prone to work-family conflicts.

POLICIES

The IFREI study categorizes work-family policies into three: **flexibility regarding work hours and work location** (telecommuting, part-time work or job sharing, flexible hours, compressed workweek), **services** (information and training

including professional and personal counseling), and **benefits for the family** (childcare centers, assistance for dependents, leaves of absence to take care of a family member, and parental leaves).

The study results indicate **flexible working hours** as a policy is accessed by more than half of the Filipino men and women, while less than 40% say they have access to the other flexibility options. These findings may have occurred due to the Filipino culture of "face time," wherein a worker's dedication is measured by his number of hours of physical presence in the office premises. (Figure 6)

The relatively greater prevalence of flexible working schedule over telecommuting and the other flexible working arrangements could also be explained by the culture of "face time," which assumes that being on worksite is equivalent to being productive. Even the compressed workweek is not as popular as flexitime because the employee is off from work and not accessible for a full
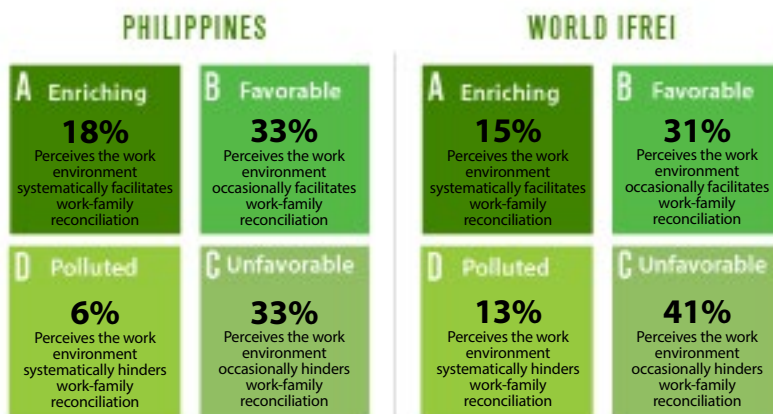
weekday even if he/she puts in a full week's work.

It is also possible that there is more access to **telecommuting** than what is reflected by the respondents. However, even those who qualify for the benefit of working away from the office may opt to stay within company premises so that they will not lose out on office news, networking, promotions, or opportunities for professional development. These disadvantages are much less for those who use flexitime since they are still present on the office premises on the core work hours—they arrive and leave at discretionary times.

It is surprising that more telecommuters are men. A New York Times article featured a recent telephone survey whose results show that more men than women telecommute.[iii] The study found that 31% of full-time workers opt to telecommute at least part of the time, ¾ of these are men.[iv] Troup and Rose (2012) cite international studies concluding that men are as motivated as women to work from home.[v]

The use of part-time work is not so prevalent in the Philippines as abroad. However, it is to be expected that more women than men do part-time work, primarily because the women are the secondary breadwinner in the family and they need time to take care of the children. In Europe, part-time work is defined as working less than 30 hours per week. The highest

FIGURE 5: CFR ENVIRONMENTS - PHILIPPINES AND WORLD

PHILIPPINES

A Enriching	B Favorable
18% Perceives the work environment systematically facilitates work-family reconciliation	**33%** Perceives the work environment occasionally facilitates work-family reconciliation
6% Perceives the work environment systematically hinders work-family reconciliation	**33%** Perceives the work environment occasionally hinders work-family reconciliation
D Polluted	C Unfavorable

WORLD IFREI

A Enriching	B Favorable
15% Perceives the work environment systematically facilitates work-family reconciliation	**31%** Perceives the work environment occasionally facilitates work-family reconciliation
13% Perceives the work environment systematically hinders work-family reconciliation	**41%** Perceives the work environment occasionally hinders work-family reconciliation
D Polluted	C Unfavorable

percentages of use in Europe are in Netherlands (55%) and United Kingdom (40%). [vi]

Regarding access to information and services, results show that on the average, 35% of the Filipino respondents have access to employee assistance programs like counselling, seminars, and information services to facilitate work-family balance. Exceptionally, 52% of the women population say they have access to professional training through seminars, workshops, and information sessions. This means that even if work-life balance is not just a women's issue, it is women who can be more visible and proactive in seeking guidance or training, while the men take to parenting or fathering without going public about it (i.e. "stealth parenting"). [vii]

The availability of child-care service seems to ease work-family conflicts. However, its effectiveness is highly dependent on the quality of the caretakers, the equipment and facility, sanitation, and food. Only 1 out of 10 Filipino women have access to information about day-care centers (Figure 7), while only 7% of women have access to actual in-company childcare centers (Figure 8). These low percentages may occur because these benefits are more likely to be valuable only to a subset of the workforce.

Turning now to **family benefits,** results show the most accessible policy is leaves of absence to provide care or support for a

FIGURE 6: ACCESS TO FLEXIBILITY - PHILIPPINES AND WORLD
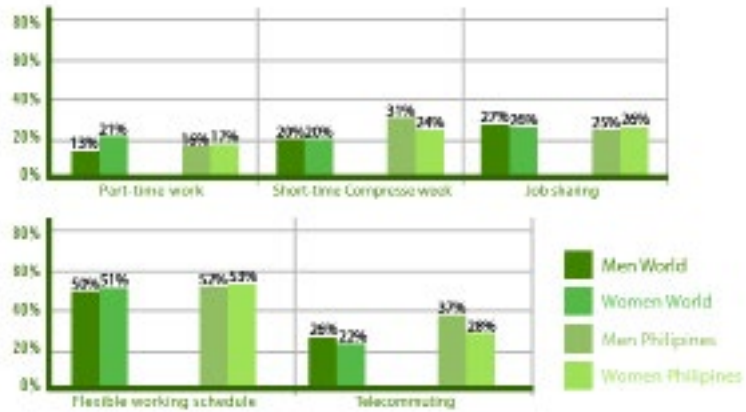
FIGURE 7: ACCESS TO INFORMATION AND SERVICES - PHILIPPINES AND THE WORLD
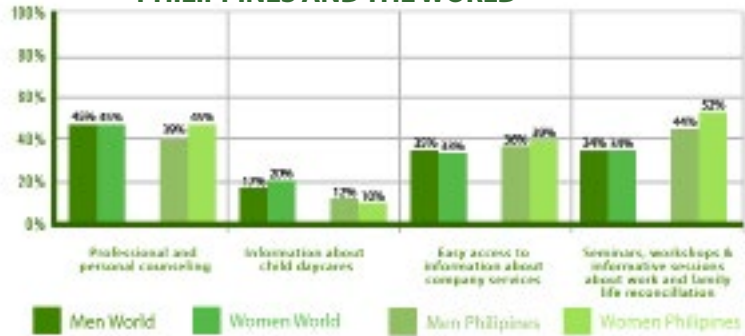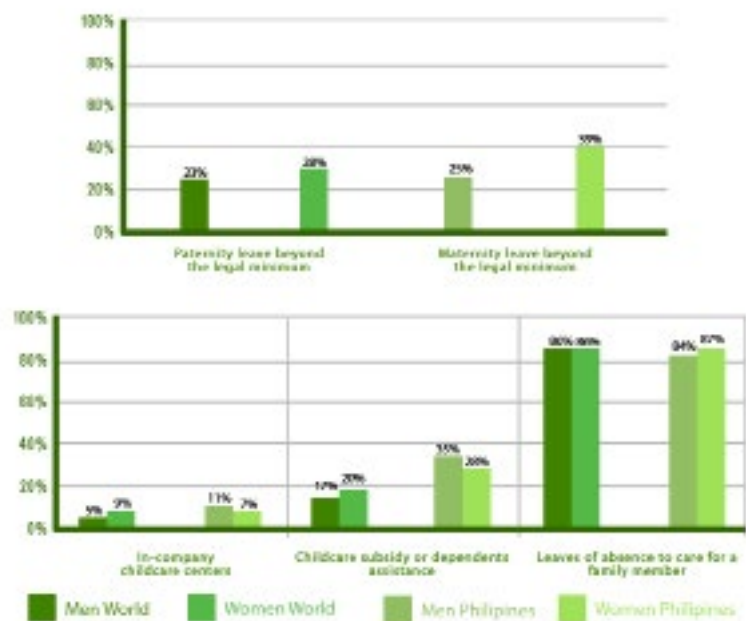

FIGURE 8: FAMILY BENEFITS - PHILIPPINES AND WORLD

family member (Figure 8). In previous IFREI studies, this policy is labeled as permission to leave the workplace for family emergencies. This kind of leave does not fall under any of the leaves allowed by law such as sick/vacation leaves, maternity/paternity leaves, solo parents' leave, or the Magna Carta of Women. It may be paid or unpaid, and handled usually on an ad-hoc basis. As Filipinos have close family ties, supervisors and managers are often very sympathetic to employees in pressing family situations.

It can be noted that in the world sample, there is equal proportion of men and women who have access to leaves of absence to take care of a family member. In the Philippines, more women than men said that they have access to such benefit. This finding can likely be due to the greater burden on the women to provide the needed care for the children and elderly.

Philippine results also show that 28% of the men and 39% of the women have access to paternity and maternity leaves, respectively, beyond the legal minimum. In the Philippines, companies must grant maternity leave of 60 days for normal delivery and 78 days for Caesarian delivery for the first four deliveries and miscarriages. All legally married male employees are entitled to paternity leave of 7 working days.

Why would a company go beyond the legally-stipulated minimum requirements? Half of organizations surveyed in the UK say offering paternity leave beyond the statutory minimum has had a positive impact on employee morale.[viii] Another study noted that employees in law firms that have access to generous policies are more apt to return to work.[ix] Retention is one significant motive—providing the bare minimum of what the law allows may not attract talented career women to balance employment and family. [x]

As regards financial help for the care of a child or a dependent, Philippine results outshone the rest of the world with 28%-35% percent of the respondents having access to childcare subsidy compared to the global sample. It may be gifts in cash or in kind.

LEADERSHIP

Without the support from supervisors, even the most family-friendly of policies will not help. The supervisor's role is critical in taking on the department's outputs, determining staffing levels, allocating the tasks, and approving work scheduling including leaves.

A manager fosters CFR by seeing the value of caring for the family. He/she respects personal freedom, encourages balance by way of organizing the department, and supports subordinates by facilitating work and family reconciliation using appropriate solutions. This is not exactly the same as the caring behavior of managers who can motivate his subordinate to do the job well and earn a promotion, but who may not be sup-portive of his family responsibilities. For instance, a manager can offer a subordinate a promotion and relocation without considering their implications to the affected person's family.

Hammer et al. (2009) found that family-supportive supervisory behavior consists of four dimensions: emotional support, instrumental support, role-modeling behaviors, and creative work-family management.[xi] Similarly in the IFREI study, **emotional support** is perceived in a manager who is approachable, takes time to talk to their workers, lowers the barriers for them to open up about non-work matters and family issues that impact their work, and sympathizes with their work-family dilemmas. As regards the manager's **instrumental support,** the employee trusts that his manager will be able to assist him to solve particular personal and/or professional conflicts like approving requests for leaves or flexible schedules, coordinating the department's workload which would be affected by the employee's request, and the like. **Policy management** refers to the way the manager organizes his department to facilitate that each and every one can benefit from a balanced work/life. It differs from instrumental support in that policy management affects the department, foreseeing the problems arising from work-family conflicts of each member and the unit as a whole, and effectively implementing changes for the better. Lastly, **role modeling** involves

behaviors that give confidence to observers that work-family balance gives good results.

The survey results distinguish between male and female supervisors and subordinates. They show that an average of 46% Filipino women perceive their manager—regardless of gender—as providing emotional and instrumental support, policy management and are very good role models. On the other hand, more Filipino men with female managers gave an excellent rating to their bosses in all the four dimensions than Filipino men with male managers. (Figures 9 and 10)

We could offer several explanations:

• First, because women are more susceptible to multiple role strains than men,[xii] they are appreciative of support—regardless of the source—to help them lessen work-family conflicts. They were even found to report higher levels of perceived support in their professional environments more than men.[xiii] In our results, it shows among the subordinates of male supervisors—a greater proportion of women than men give excellent marks to their supervisors in all four dimensions of family-supportive behaviors.

• Second, because men face societal expectations to provide for family needs rather than give attention to the home, they may not open up about work-family conflicts

with supervisors of the same gender. Houle et al. (2012: 606) concluded that "unless

they perceive a strong signal of support from their supervi-

FIGURE 9: PERCEPTION OF SUPERVISOR'S EXCELLENT EMOTIONAL SUPPORT

FIGURE 10: PERCEPTION OF SUPERVISOR'S EXCELLENT INSTRUMENTAL SUPPORT

FIGURE 11: PERCEPTION OF SUPERVISOR'S EXCELLENT POLICY MANAGEMENT

FIGURE 12: PERCEPTION OF SUPERVISOR'S EXCELLENT ROLE MODELING BEHAVIOR

sor, men may not take advantage of this type of support."

We have noted that, compared to the world results, there is a greater percentage of Filipino subordinates who perceive excellent policy management by their direct supervisor than they perceive instrumental support and other supervisory behaviors. (Figure 11) In the country, 45% of men and 52% of women see excellent policy management in their male supervisors; 56% of men and 51% of women see it in their female supervisors. Here we can glimpse the Filipino trait of pakikisama or having smooth relationships with people. While it is good for the manager to listen and respond to an individual employee's concerns, it is even better for the manager to balance the needs of the entire department in fairness to all. A seeming preferential treatment for one employee can undermine a leader's authority and the department's unity.

Turning now to the direct supervisor as an excellent role model for work and family balance (Figure 12), results show that only 36% of men perceive favorably their male supervisors. This could mean that the male supervisors of 64% of the male respondents can effectively put boundaries in their work and non-work lives, or they are focused on their breadwinner roles. Nevertheless, we can glean that there are fewer exemplary models of work-family balance in male

managers as compared to female managers.

CULTURE
Work and family integration will not be fully achieved without the support of the prevailing culture in the organization. That's because no matter how many relevant policies there are, or how supportive the supervisors are, the employees won't have recourse to them if the prevailing culture sees non-work domains as separate private worlds, a deterrent to career advancement or a constraint to efficient teamwork.

Some companies have cultures that may offer flexibility policies, for instance, but those who take advantage of them are thought of as slackers. On the reverse side, employees who do overtime are praised and deemed to be on the fast track for a promotion. There is also the culture of putting work over all the other things, which fosters an imbalance of work and family life.

Corporate family responsibility fosters a culture that values working parents' use of work-family policies without penalizing their careers and respects people's workloads without creating expectations for them to put work over family time. There are three dimensions of culture that the IFREI study looked into:

• Co-workers' respect for maternity and paternity leaves

• Use of work-family programs and their influence to career advancement

• Workload and expectation regarding number of working hours.

Although **maternity and paternity leaves** are benefits due to qualified employees, preferences and perceptions regarding them can be influenced by groups with which the employees work. Having co-workers and supervisors who are also trying to balance work and family demands help create an atmosphere that supports taking these leaves. [xiv] Otherwise, employees who use these family leaves may be seen as expensive labor or disruptive of teamwork and work schedules.

Results show that in the Philippines, 56% of men and 61% of women do not resent the extended leaves taken by their colleagues to take care of a newborn (Figure 13). This implies that 4 out of 10 employees could feel or express ill will towards the employee on leave.

The general culture towards **flexitime, part-time or job sharing policies**, however, is more a bleak picture as only 28% of men and 32% of women believe that making use of these policies do not affect one's chances of advancing in one's career.

Then there is the unshakeable notion that **one must work more than the required hours** in order to advance in one's career. In the Philippines, only 31% of men and 39% of women do not believe that they must put in more hours than first established to advance in one's career. This indicates that more than half of the population accepts that to excel in one's career, one must work long hours. The outcomes of chronically hardworking employees can range from dedication and engagement at work, to exhaustion and burnout.[xv]

INDIVIDUAL CHARACTERISTICS

Along with policies, supervisor behavior, and culture, individual characteristics may also facilitate or hinder Corporate Family Responsibility. By individual characteristics, we mean the preferences that each person has when dealing with work, family, and personal life:

● **Coping strategies** are the initiatives employees take to achieve the balance to overcome challenges and accomplish all they have committed to at home and at work. They include planning daily work and prioritizing different tasks.

● **Segmentation or Integration** refers to two ways of managing the boundary between work and non-work roles.

FIGURE 13: EMPLOYEES WHO DO NOT RESENT EXTENDED FAMILY LEAVES OF COLLEAGUES

FIGURE 14: EMPLOYEES WHO PERCEIVE THAT USING CFR POLICIES DOES NOT IMPINGE ON CAREERS
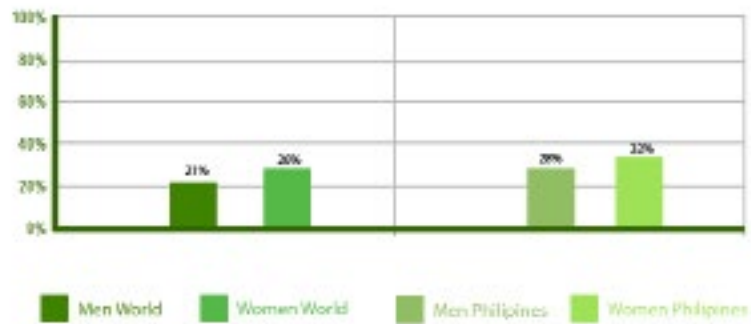

FIGURE 15: EMPLOYEES WHO BELIEVE THEY MUST WORK BEYOND THE ESTABLISHED HOURS

Philippine results show that an average of 64% of respondents strongly admit to planning and organizing their work time, prioritizing their work, efficiently working to finish things quickly, and organizing how to do what they need to do. A career woman we interviewed provides a rationale: "I am very conscious about organizing my schedules. If you are a working mother, you have to put it all in and not have one suffer. It is a tough job."

Understanding this scenario can help organizations to draw up the more appropriate policies or to train supervisors to be more family-responsible. For example, some companies

have drawn up policies to give advance notice of regular overtime and holiday assignments, to restrict home calls for business reasons during family dinner time (6pm to 8pm) or after 10pm, or to negotiate rather than impose attendance to emergency weekend/breakfast meetings.

As regards boundary management, some employees would prefer work and family life to be separated, while others want to integrate them. Of the Filipino men, 34% believe it is not acceptable to think about work or to do work when at home—40% of Filipino women believe the same. 8% and 7% of Filipino men and women, respectively, deem it is acceptable to bring work home, while most of the sample is on the middle ground regarding the matter. (Figure 17)

How about resolving family problems at work? Based on the Philippine results, 27% of men and 32% of women believe it is not acceptable, 8% of men and 2% of women believe it is, and 65% of men and 66% of women are on the middle ground. (Figure 18)

We have made the following observations from Figures 17 and 18:

1. Filipinos are more tolerant of work intrusion into family life than their global counterparts. It could be due to the Filipinos' high sense of gratitude to their employers for giving them the economic means to support the family. The company can also be treated, at times, as the second home and the employer is a benevolent parent.

2. Filipino men are more tolerant than women of work intruding into family life. This could be related to the roles that spouses play. That is, men need to keep the work and could have less choice when work intrudes the home. After office hours, women attend to their "second shift," that is, to domestic and caregiving roles.

3. Around the world, work boundaries are more permeable to family concerns than home boundaries are as regards work issues. Nonetheless, Filipinos are less strict about family issues penetrating the workplace. This could be reflective of the family-centeredness of the Philippine society.

4. Filipino women are stricter than men about not handling family demands while at work. This can be explained by the greater challenge for women to prove their attention, dedication, and commitment in the workplace.

INDIVIDUAL OUTCOMES

The impact of Corporate Family Responsibility is evident when the quality of the em-ployees' professional and personal life is juxtaposed to the kind of work environment (Table 1) they are in. For this study, three dimensions are considered:

• **General health**, which refers to physical health as well as mental, emotional, and spiritual well-being

• **Work-family enrichment,** which refers to the extent to which work experiences improve family life and vice versa

• **Satisfaction** with work-family balance, which refers to the individual person's satisfaction with the time being spent at work and at home.

On general health, Philippine results show that of the 18% that are in **enriching** environments, 81% sleep well at night, 83% get enough physical exercise during the week, and 66% have enough energy to carry out personal and family responsibilities when they get home from work. In contrast, of the 6% that are in **polluted** environments, 40% of people get enough sleep, 38% get enough exercise, and 35% have energy for tasks at home at the end of the day.

What is striking is that even in enriching and favorable environments, the respondents rated themselves relatively low in having energy after work. It means that at the end of each working day, a Filipino worker will be emotionally exhausted and less able to attend effec-

tively to personal and family responsibilities. It can be said that anyone who uses up energy while working will necessarily feel tired at the end of the day. However, research has found certain interventions that can buffer individuals from the strain of even highly demanding jobs and give them opportunities to recover for off-work activities. They include emotional social support, job autonomy, and performance feedback.[xvi] Thus, in light of the study results, excellent management of the Filipino workers' general well-being presents a challenge in all types of workplace environments.

The second individual outcome that the IFREI study measured is **work-family enrichment**. In Figure 20 we see that the Philippines has parallel and better results compared to the world sample, except in a **polluted** environment. Of the respondents in a polluted environment, only 14% of Filipinos experience the positive spillover between work and non-work domains. It reflects a stark lack of work-family balance wherein exhaustion at work leaves nothing to contribute to family life.

In light of the aforementioned results, let us consider the level of contentment of employees as regards their success in balancing work and family demands. The results show that 67% of Filipino employees in **enriching** environments are satisfied with work-family balance compared with 47% in **favorable**, 35% in **unfavorable**,

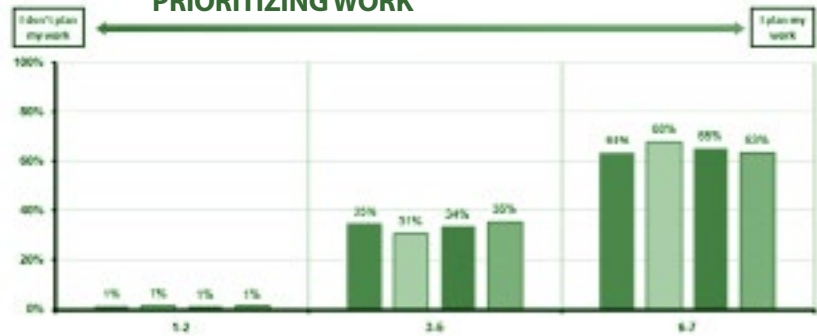**FIGURE 16: INDIVIDUAL PREFERENCES FOR PLANNING AND PRIORITIZING WORK**

FIGURE 17: INDIVIDUAL PREFERENCES FOR ATTENDING TO WORK DEMANDS AT HOME
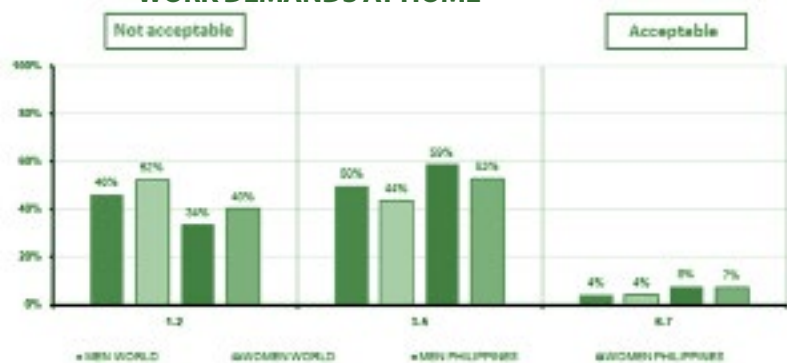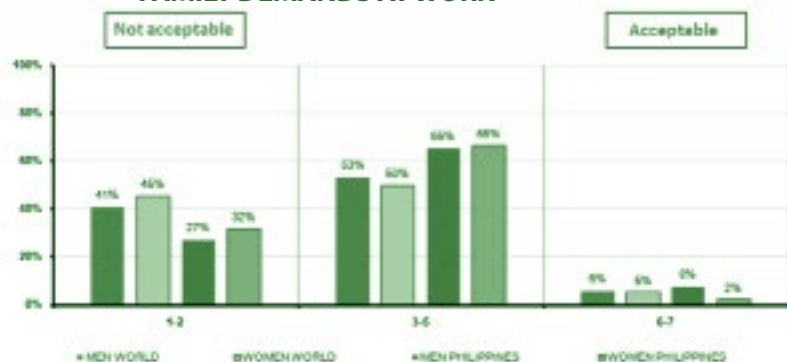

FIGURE 18: INDIVIDUAL PREFERENCES FOR ATTENDING TO FAMILY DEMANDS AT WORK

and 14% in **polluted** environments.

Looking at Figure 21, the reader may notice that local respondents in unfavorable environments are not as lacking in satisfaction with work-family balance as their global counterparts. Researchers are continuously looking for moderat-

ing variables in the relationship between work-family balance satisfaction and the characteristics of the workplace environments. To wit, Valcour (2007) found that control over work time buffers the potentially harmful effects of long work hours on work-family balance satisfaction.[xvii]

ORGANIZATIONAL OUTCOMES

Last but not the least of the dimensions in the CFR model is the outcomes at the organizational level. These outcomes include turnover intention and perception of company support.

Turnover intention refers to the deliberate willingness to leave the organization. Various studies have shown that access to work-family benefits and practices is related to lower intention to leave. Our own study results show as expected that 62% of Filipinos in **polluted** environments claim to think frequently of leaving their company, as opposed to only 13% in **enriching** environments.

In addition, there is a much greater proportion of Filipino respondents who have turnover intentions in favorable and unfavorable environments compared to the World sample. If the IFREI study were done exclusively within an individual organization, it would be a necessary step to study further the variables in each type of workplace environment to obtain diagnostic information as to the causes of the high turnover intentions.

Employees form global beliefs concerning the extent to which their organization cares about their ability to effectively perform their roles in work-family domains. Perceived company support is measured distinctly from the perceived support coming from one's supervisor (see CFR dimension of Leadership in Figures 9 to 11). Nevertheless, these two levels of support are intertwined since no amount of company work-family program can produce resultant gains without the buy-in from the supervisors.

The study results reveal that a high 89% of Filipino workers in **enriching** environments perceive that their company supports them, compared with only 5% of Filipinos in **polluted** environments. However, it is not surprising that the proportion of workers who perceive organizational support could not be superior even in enriching environ-

FIGURE 19: EMPLOYEES AND GENERAL WELL-BEING (PHILIPPINES)

FIGURE 20: PERCEPTION OF WORK-FAMILY ENRICHMENT

ments, which already respond systematically to work-family needs of employees. We can glean from the IFREI framework that tangible support alone in the formal policies does not suffice to bring about the desired gains in work-family integration. Policies are unavoidably complemented by the quality of supervisory support and the prevailing norms and values about the relevance of family issues in the workplace.

CONCLUSION AND RECOMMENDATIONS

This IFREI study in the Philippines has measured employees' perceptions about the environments in which they work. Our data from 411 respondents demonstrate that an effective combination of work-family integration policies, supervisor's support, and a corporate culture favorable to CFR leads to better employee well-being, higher satisfaction with work-family balance, more positive spillover from work to non-work domains, fewer turnover intentions, and greater perception of organizational support. We have also seen how we stand in comparison to the rest of the world who participated in the same IFREI research under the leadership of the IESE International Center for Work and Family.

In interpreting the results, we have also pointed out directions for further investigation if diagnostic studies
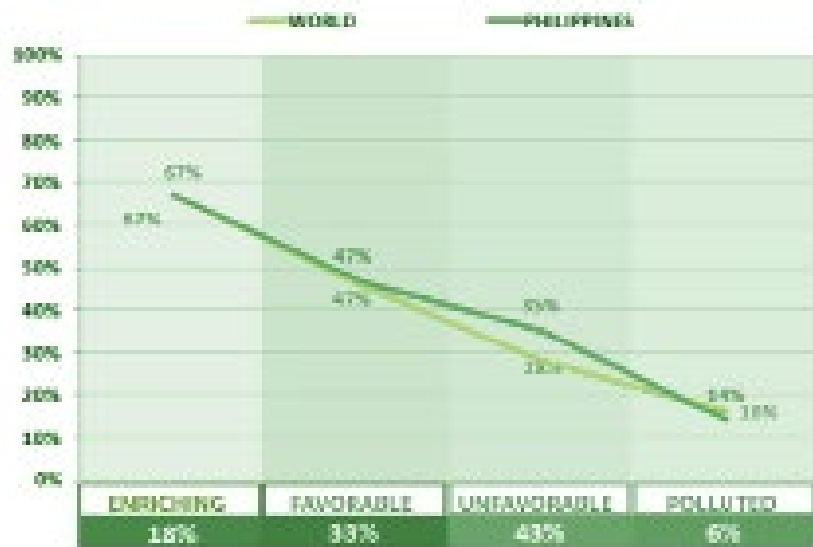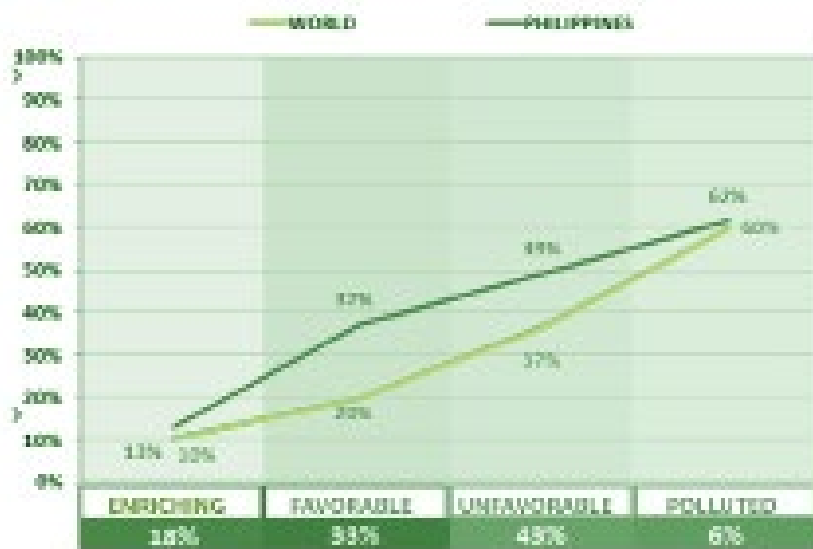
are done at the level of individual companies. Collecting information from a more specific study population can only mean more focused interventions and more effective help to working parents, their families, and employers. Solutions that work and even those that do not work in particular contexts are all

needed to combat work-family conflict and enrich the Filipino family.

The next level of IFREI research—the IFREI 2.0—has for its objective to deepen the analysis of an individual company's working environments through multiple stakeholders such as the hu-

FIGURE 21: SATISFACTION WITH WORK-FAMILY BALANCE

FIGURE 22: EMPLOYEES' INTENTION TO QUIT

man resource director, the managers, and the collaborators or employees. Undergoing the diagnostic study will help companies to identify specific areas for improvement in Corporate Family Responsibility, opening up the possibility to apply for accreditation by the Work Family Foundation Canada. This accreditation certifies that a company has been diagnosed according to the IFREI research model and found to comply with required conditions, demonstrating a commitment to promote CFR.

In the future, our research data should also assist policy-making at the national level. The Philippine society will always count on the families to care for the children and elderly. Thus, policymaking must go beyond rhetoric about the value of families to real help for families to survive, develop, and be stable in the long run.

It is our hope that local businesses will take an active role to support our research on work-family balance through greater participation in supplying data, sharing good practices, and sponsoring studies. After all, the quality of their workforce—current and future—depends on the strength and unity of the Filipino family. ∎

FIGURE 23: EMPLOYEES WHO PERCEIVE COMPANY SUPPORT

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ABOUT THE AUTHOR

Dr. Maria Victoria Caparas is an associate professor at the University of Asia and the Pacific – School of Management. She conducts research on people management with focus on work-family balance, manager-subordinate trust relationships, diversity, and inclusion.

For comments, send an email to victoria.caparas@uap.asia or visit aviccaparas.com