WHY ORGANISATIONS ADOPT FAMILY-FRIENDLY POLICY: A CASE OF CORPORATE CHILDCARE CENTRE IN A MANUFACTURING COMPANY.

Zoharah Omar
Universiti Putra Malaysia
zoharah@educ.upm.edu.my

Aminah Ahmad
Universiti Putra Malaysia

ABSTRACT

Using a case study approach, this study seeks to examine the form and structure of a childcare centre at the workplace, and to explore the reasons organisations set-up a childcare centre at the workplace. This study was conducted in a private manufacturing company using qualitative methodology. Data were collected through in-depth interview and document analysis. Three theoretical perspectives, the institutional theory, the rational choice approach and the resource dependence theory, were used as a framework of analysis to explain reasons that drive the organisation to set-up up a childcare centre at the workplace. The findings of this paper revealed that the reasons for setting-up a childcare centre were to attract and retain employees, to reduce unplanned leave and absenteeism, and to increase productivity. Besides, the findings also suggest that organisation culture and the human resource professional are also important in influencing the organisation’s decision to set-up its corporate child care centre. The findings of this study have several theoretical and practical implications.

KEY WORDS: Childcare Centre at the Workplace, Organisational Responsiveness

INTRODUCTION

The need for childcare has increased dramatically as more and more dual-career couples and single parents, especially mothers with young children, enter the labour force (Frone & Yardley, 1996). This increase is evidenced from the labour force participation trend in this country. The Ministry of Human Resource, Malaysia reported that the labour force participation has increased from 65.1% in 2001 to 66.9% in 2006, and women’s participation in the workforce, though low, has escalated from 44.4% in 2001 to 46.1% in 2006 (Ministry of Human Resource, 2006). When women with young children, participate in the labour force they need to find alternative childcare solutions for their children while they are at work. This is an important factor considered by most married women with young children before they decide to enter into the labour force. This factor is also regarded as one of the barriers preventing women from entering into the labour force (Wallen, 2002). Where do working parents leave their children when they are at work? Typically working parents rely on relatives or non-relatives to take care of their children, or use the services of unlicensed in-home care providers (Goff, Mount and Jamison, 1995, Hein, 2005). According to Zulkiple (2006), most blue-collar workers in Malaysia opt for unlicensed babysitters as their alternative childcare solution because they are cheaper than a commercial day care centre. However, not much empirical evidence is available on family support particularly in developing countries (Hein, 2005). Aminah (2007) reported in her study that most of the female married employees (52.7%) studied send their children to baby-sitters and only a small portion (3%) of these
employees send their children to a childcare centre. Hein (2005) asserted, even though not much empirical evidence is available on family support for childcare in developing countries, there are indications that such solutions, while very frequent, may sometimes involve considerable strains and may be becoming less available. With urbanization and the increasing participation of women in the labour force, the pool of providers who are mostly women will decline (Goff et al., 1995; Hein, 2005). Besides, there is a rising concern over sending children to such care providers because most of these babysitters have no formal childcare training and there have been reported cases of child abuse (Zulkiple, 2001; Azizan & Ganesan, 2006; Tai, 2006). The quality of child minders and their facilities is more variable and harder to control than that of childcare centres (Hein, 2005). Furthermore, lack of good quality, affordable childcare is widely viewed as one of the main barriers to work for parents (Wallen, 2002). As such, alternative childcare solution such as having relatives or non-relatives to take care of their children at home, or using the services of unlicensed in-home care providers may no longer be readily available or may not be the best solution for working parents especially for low income earning couples.

In addition to the above, working mothers and fathers face many challenges in their dual roles as parents and employees. According to Wallen (2002), working parents with young children experience numerous demands on their time and energy. They often experience conflict in their multiple work and parenting responsibilities (Goff, et al. 1990). Studies have also shown that parents of younger children experience more conflict than do parents of older children (Goff, et al. 1990). Often, working parents are concerned about the affection and development of their young children, the quality of childcare received by their young children, the financial burden of childcare, and the need to find alternative arrangements if their regular childcare provider is unable to care for their child. Negative spillover tends to occur when demands from the job and family compete for working parents’ time, energy and attention (Mennino, Rubin & Brayfield, 2005). Therefore, without effective childcare support and assistance given to working parents, high levels of conflict between work and family demands may occur. This can have a negative effect at the workplace such as high turnover and absenteeism, reduced commitment and job satisfaction (Thompson & Prottas, 2005). Besides, studies have shown that the high level of work family conflict experienced by working parents may increase their stress level which in turn will affect their productivity (Thomas & Prottas, 2005; Wallen, 2002). Employees may leave the organisation if they find that the organisation is unable to meet their family needs. Organisations incur great loss when employees, especially those who are high performing, leave the organisation. According to Garino and Martin (2005), organisations suffer the loss of job-specific skills and disruption in production, and incur the costs of hiring and training new workers when employees leave the organisation. This is because when turnover occurs organisations need to find and thereafter train new workers. Sometimes organisations face difficulty finding replacements especially in tight labour markets, and this will hamper the efficient operation of the organisation.

The above challenges point to the fact that the childcare problem is not an isolated problem affecting working parents only, but it also has important implications on organisational productivity and retention strategies. Hence, it is important for employers to provide childcare support and assistance to help working parents to accommodate and cope with their dual roles so that they can have ‘peace of mind’ at work. Finding adequate childcare can be a major source of stress for working parents (Rosenbaum & Cohen, 1999). Therefore, it is a relief for many parents to know that their children are safe and nearby in case of illness or other emergency. In fact, it is regarded as the employer’s corporate social responsibility to provide work-family support to its employees (O’Connor, 2005). The Malaysian Government, spearheaded by the Ministry of Women, Family and Community Development, urges employers from the private and public sectors to take responsibility for setting up childcare centres at the workplace for their employees. Special tax rebates are given to corporations to encourage them to set up childcare centres for their employees (Loh, 2006).

However, the response from employers, especially those in the private sector, has been very slow. The Ministry of Women, Family and Community Development reported that 166 childcare centres have been established at the workplace, 140 in public and statutory bodies and 26 in private organisations (Loh, 2006). Compared to the year 2001, the number of childcare centres at the workplace in the public sector has increased by 154 % whereas in the
private sector, the number has increased by only 36 %. Only five additional childcare centres have been established at the workplace in the private sector since 2001. According to the Malaysian Employers Federation, few employers have been involved in this initiative due to the many constraints and bureaucratic challenges faced in setting up a childcare centre at the workplace (Business Times, 2001). Despite the lack of enthusiasm shown by many employers from the private sector, and although the number is still considered modest, it is encouraging to note that there are currently 26 childcare centres at the workplace which have been established by companies in the private sector. With the constraints and bureaucratic challenges raised by employers in setting-up childcare centres at the workplace, why do these companies want to set up and operate such childcare centres? Hence, using a case study approach, this study seeks to examine (1) the form and structure of a childcare centre established at the workplace, and (2) to understand the reasons that drive an organisation to provide a childcare centre at the workplace for its employees.

CHILDCARE PROBLEMS OF WORKING PARENTS AND THEIR CONSEQUENCES

According to Goff et al. (1990), dual career families and working mothers with young children face many challenges in their dual roles as parents and employees. Because of their dual responsibilities, working couples are particularly vulnerable to the problems of negative work-family spillover, and work-family conflict. Work-family spillover, which can be negative or positive and is bidirectional, involves the transfer of emotions, attitude and behavior from one domain (home or workplace) to the other (Thompson, Beauvais & Lyness 1999; Mennino, et al., 2005). Negative spillover or work-family conflict occurs when demands from the two domains of job and home compete for an individual's time, energy and attention (Small & Riley, 1990). According to Frone, Russel and Cooper (1992), an individual's work tends to interfere more with family than the family with work due to role overload. This is more so in the current demanding work environment where businesses attempt to maintain their profitability and the workplace begins to increasingly encroach into individuals' lives (Mennino, et al. 2005). The excessive time or physical demands experienced by parents at work may elevate their role overload. Role conflict may also arise as a result of the conflicting expectations and demands experienced by working parents.

All these problems of work-family spillover and conflict have a significant impact not only on the employees concerned but also on the organisations that they work in as well as on the nation as a whole. For instance, lack of access to affordable, quality childcare may make it difficult for organisations to hire qualified employees. Productive and valued employees may resign from their jobs to work elsewhere because of their childcare problems, added to the lack of support from their organisations, thereby increasing hiring and training costs (Hope & Rayworth, 1992; The U.S Department of Treasury). The incidence of employees taking unplanned leave or time off because of childcare problems may also escalate, and employees may tend to spend time at work handling childcare concerns (The U.S Department of Treasury). According to Wallen (2002), a study of dual-families with children under the age of thirteen found that one out of every four parents with preschool children had difficulty with their current childcare arrangements and that this difficulty was one of the most significant predictors of absenteeism. According to Thompson et al., (1999), organisations that fail to foster a more balanced work-family life for employees are contributing to tensions in employees' personal lives, which will affect employees' productivity and creativity on the job. In the United States, the National Institute for Occupational Safety and Health now identifies work-family conflict as one of the ten major stressors in the workplace (Kelloway, Gottlieg & Barham, 1999). Burden and Googins (1987) reported that both male and female parents experience a great deal of stress in balancing work and family responsibilities.

According to Cattan (1991), lack of childcare can be a serious obstacle for poor mothers in obtaining and holding a job, compounding the economic disadvantages they often face because of inadequate training, educational attainment, and work experience. These factors can prolong the state of joblessness, preclude sustained employment, or effectively bar poor mothers from jobs that pay higher salaries (Cattan, 1991). Besides, the work-family conflict
experienced by dual earner couples may have negative effects on the home such as lower life and family satisfaction and higher rates of divorce and on individuals such as reduced mental and physical health and increased stress (Thompson & Prottas, 2005). Further, from the societal perspective, the cumulative effects of individuals’ decisions to react to work-family conflict which may arise from childcare related problems by reducing family size may, as has happened in certain European and Asian countries, lead to a decline in demographic growth rates, thus threatening the health of national economies (Thompson & Prottas, 2005). Therefore, since the negative effect of work-family conflict is all encompassing, it is not only the role of the government but also the social responsibility of corporations and employers to provide childcare assistance and support to its employees. Furthermore, the acceptance of the positive function of separating the worlds of work and family has decreased, and has been replaced by the recognition of work and family as open systems in constant interplay (Nael, Chapman, Ingersoll-Dayton & Emlen, 1993). O'Connor (2005) suggests, based on the theory of "care as a public value", thinking about corporate social responsibility to safeguard the well-being of children and the equality of women. Specifically, corporations need to focus on work/family issues and should recognize the family as a corporate stakeholder (O'Connor, 2005).

CHILDCARE AS PART OF FAMILY-FRIENDLY POLICY

Workplace family-friendliness is an institutionalized structural and procedural arrangement as well as a set of formal and informal practices aimed to design, create, and maintain family-friendly work environments that allow individuals to balance their work and family duties within their workplace (Darch-Zahavy & Somech, 2008). Simkin and Hillages (1992, p. 13) defined family-friendly policies as ‘a formal or informal set of terms and conditions which are designed to enable an employee to combine family responsibilities with employment’. According to Sheibi and Dex (1998), there are a wide range of policies that have been assumed under the heading of ‘family-friendly’. There are policies concerned with employees’ hours of work such as job sharing, part-time work, flexi-time, leave entitlements such as parental leave, career break and policies concerned with providing financial assistance for employees such as childcare. However, policies relating to childcare do not only serve to ease an employee’s financial burden. It also makes it much easier for employees to manage their childcare responsibilities. Thomas and Ganster (1995) suggest two family supportive elements of the workplace, namely family supportive policies and family supportive supervisors. Providing an on-site childcare centre is regarded as a family supportive service that helps make the management of everyday family responsibilities easier (Allen 2001). Therefore, providing childcare support not only eases employees’ financial burden with respect to childcare services but also serves as a substitute for the services of the family caregiver. According to Appelbaum, Bailey, Berg and Kalleberg (2005) caregiver replacement services such as childcare services enable employees to focus on work while they are on the job by assisting them in taking care of their children.

Several arguments were offered by researchers in support of the on-site childcare centre. Parents who can bring their children to work with them could be expected to experience less conflict between work and family because they have integrated the family and work spheres (Goff, et al. 1990). They should worry less about their children because they have them nearby (Friedman, 1991). If parents are satisfied with the quality of childcare services, such a facility may improve employee morale (Goff, et al. 1990). As a result, employers might expect a reduction in absenteeism and an increase in productivity. Besides, providing childcare at the workplace may result in increased perceived supportiveness of the organisation toward the demands of its employee’s families among employees (Kinnunen, Mauno, Geurts & Dikkers, 2005). The organisational support theory suggests that the favorable support received from organisations serves to communicate a positive valuation of employers’ contributions, thus contributing to enhanced perceived organisational support among employees (Eisenberger, Huntington, Hutchinson, & Sowa, 1986). Increased perceived organisational support should lead to better performance, reduce strain and increase employees’ desire to remain with the organisation, and higher organisational commitment (Rhoades & Eisenberger 2002;
Eisenberger, Stinglhamber, Vandenbergh, Sucharski, & Rhoades, 2002). Besides, providing work-family supportive benefits such as on-site childcare may promote employee participation and initiative; workers may feel obligated to exert extra effort in return for the benefit provided (Lambert, 2000).

Besides on-site childcare centres, there are many forms of childcare support or services that an organisation can provide for its employees. According to Wallen (2002), organisations may provide day care slots for its employees by purchasing childcare slots from existing childcare facilities for their employees’ childcare use. Organisations may also provide subsidies for their employees’ day care expenses or subsidise a privately operated childcare centre so that employees receive discounted fees for their children at the centre. Employers may also establish a childcare consortium with other employers. The childcare consortium is a collaborative effort by several employers to provide childcare for their employees by sharing the expenses of opening and maintaining a day care centre (Wallen, 2002). Such an arrangement can allow smaller companies that do not have enough employees to sustain their own childcare centre, to provide childcare facilities for its employees. Employers can also provide a childcare facility for their employees by supporting community childcare facilities. There are two approaches a company may use in the support of local childcare resources (Hughes & Galinsky, 1988). One approach is to provide support in the forms of money or other resources to existing local infant/toddler, preschool or after-school programmes. In return the local centre reserves a certain number of slots for the employees, or employees receive preference in admission. The other approach is to focus on building the supply of childcare providers in the community such as participation in the development of new family day care homes, after school programmes and hotlines to provide telephone support services for children at home alone.

Despite the availability of various types of alternative childcare support as suggested in the Western literature, little is known as to the extent to which these alternative childcare support are adopted in Malaysian organisations. Hein (2005) reported that, in Sabah, the banking sector provides childcare support for female employees in the form of a childcare subsidy to women with children below seven years of age. In Malaysia, most focus has been on encouraging employers in Malaysia to establish on-site childcare centres for their employees. This is evident from the special tax rebate given to corporations to encourage them to set up childcare centres for their employees (Loh, 2006). The Government of Malaysia has provided tax incentives for employers by treating expenditures on the provision and maintenance of a childcare centre for the benefit of their employees as allowable expenses. In addition, the benefit provided by employers in the form of childcare facilities for their employees is treated as a tax exempt benefit in which employees are exempted from paying tax for such a benefit-in-kind provided by their employers (Inland Revenue Board Malaysia). No tax benefits are provided for other types of childcare support.

Similarly, in Singapore the Government has also provided tax incentives such as for the renovating or converting of premises into a workplace childcare centre, and for the purchase of furnishing and equipment for employers who set up a workplace childcare centre for the benefit of their employees (Ministry of Community Development, Youth and Sports, Singapore, 2008). A study conducted by Lee and Pow (1999) involving 305 public and private organisations in Singapore also revealed that the on-site childcare centre at the workplace is the most common form of childcare support provided by employers for their employees. All of the on-site childcare centres (12 childcare centres) reported were provided by the public sector. Besides the on-site childcare centre, Lee and Pow (1999) also reported other types of childcare arrangement such as the near-site childcare centre (3 childcare centres), childcare subsidy and also childcare referral. The near-site childcare centre is also offered by the public sector. Their findings show that the public sector in general provides better childcare support for their employees compared to the private sector. There were no on-site or near-site childcare centre facilities provided by the private organisations in their study.

In Malaysia, the Ministry of Women, Family and Community Development reported that 166 childcare centres have been established at the workplace with 140 in the public sector and statutory bodies and 26 in private organisations (Loh, 2006). According to the Malaysian Employers Federation, not many employers in the private sector provide childcare facilities for
their employees due to the many constraints and bureaucratic challenges faced in setting up a childcare centre at the workplace (Business Times, 2001). The executive director of the Malaysian Employers Federation commented that the low participation by employers was because these centres were not cost effective. It has been estimated that the set-up cost for a childcare centre that can accommodate 50 children will be around RM50,000.00 while the operational cost will be about RM10,000.00 per month (Business Times, 2001). The Federation also asserted that the Childcare Centre Act imposed many restrictions such as the requirement for the childcare centre to be located not beyond the second floor and restricting a certain amount of floor space to accommodate a certain number of children. Adhering to these conditions would be costly for employers especially in the cities. The cumbersome bureaucratic procedure for obtaining the childcare permit, transportation problems to get to the childcare centre and the impracticality of having a childcare centre at workplace have also been quoted as reasons for employers’ reluctance to set up childcare centres at the workplace (Business Times, 2001). Instead of setting up childcare centres at the workplace, the Federation has proposed that community-based childcare centres be established in housing estates (Loh, 2006). Hein (2005) contends that in most industrial and service activities, and in urban or semi-urban settings, the prevailing attitudes of management on work and family have been to treat both as two separate spheres: family and one’s private life is the personal responsibility of the employee, who should ensure that they do not interfere with work. Furthermore, Goneya and Goggins (1992) suggest that many employers are reluctant to provide childcare facilities for their employees because they fail to perceive a strong link between these initiatives and corporate productivity, i.e. their bottom line. Furthermore some companies regard work-family initiatives as a mere periphery of corporate life (Goneya & Goggins, 1992).

**REASONS EMPLOYERS ESTABLISH A CHILDCARE CENTRE**

There are a variety of reasons why employers choose to provide family friendly benefits for their employees such as reduction of absenteeism, the retention and recruitment of staff, public relations and responding to employee demand (Harker, 1996). According to Galinsky and Stein (1990) the primary factors behind the growing salience of work and family issues to corporations are related to two demographic trends namely, the increasingly diverse nature of work and labour shortages. A study conducted with 71 Fortune 500 corporations revealed four major reasons for these companies’ commitment to providing a work-and-family supportive policy or benefits (Neal et al., 1993). The main reasons were to improve recruitment and retention (mentioned by 41% of the companies) followed by to improve morale (mentioned by 21%), to reduce stress that might lower productivity and service quality (mentioned by 18%) and finally to keep up with their competition (mentioned by 15%) Other studies revealed other reasons such as to maintain or enhance the company’s image, to reduce absenteeism and tardiness caused by instability in the childcare arrangements of working parents, to help strengthen the relationship between family and work, to be reckoned as the leaders in their industry, and as a practical means of achieving bottom-line results (Neal et al., 1991; Sutton & Noe, 2005). According to Harker (1996), limited research has been undertaken to establish why employers choose to adopt family friendly policies. Poelmans and Chincilla (2001) reported some companies decide to adopt family-friendly policies to inculcate innovation and creativity, because they see people as their important asset and also because of the growth in the number of women employees.

Several theories were used by work-family scholars to explain the reasons organisations adopt work-family programmes or policy such as the institutional theory and rational choice approach and resource dependence theory (Thompson, Beauvais & Allen, 2006; Appelbaum, et al., 2005; Sutton & Noe, 2005; Haerveman & Khaire, 2006). Institutional theory describes how organisations adopt policies and practice in response to pressures on them from forces in the institutional environment such as state regulations, societal and professional norms and expectations (Thompson, et al, 2005). According to Sutton and Noe (2005), there are at least three pressures organisations experience that are consistent with institutional theory. These are normative pressure, mimetic pressure and coercive pressure. Normative pressure
suggests that internal groups insist the organisation adopt a specific family-friendly programme in order to make the organisation legitimate (Sutton & Noe, 2005). For instance, a group of female employees makes numerous requests for the organisation to establish a childcare centre and this puts pressure on the management to respond to the request. Mimetic pressure cause organisations to change as a result of imitating a competitor and the organisation seeks legitimacy by mimicking successful competitors (Sutton & Noe, 2005). According to Appelbaum et al., (2005) studies have reported that if certain workplace policies have become widely established in a particular organisational field or industry, other organisations will be under institutional pressure to respond similarly to their environment. Finally, coercive pressures are usually government mandated rules that force organisations to adopt or revise their family-friendly programmes. In this regard, the pressure often comes in the form of laws (Sutton & Noe, 2005).

Based on this premise, an organisation will provide childcare facilities or services for its employees if it is required by the law, or if many companies especially its competitors also provide such facilities or if there is intense pressure from employees on the organisation to provide such facilities. Although an organisation may adopt a family-friendly policy due to normative, mimetic and coercive pressures, there may be undesired ramifications to such a response. According to Sutton and Noe (2005), in responding to normative, mimetic and coercive pressures organisations may take very little time to consider how the various family-friendly programmes should operate and be administered. As a result, the organisation may be challenged by operational concerns. For instance, many things are needed before an organisation can set-up and efficiently operate a childcare centre at work. Organisations need to identify a suitable location, set-up the centre, engage personnel, purchase appropriate materials and equipment, submit applications for licenses, etc. However, if an organisation establishes a childcare centre in response to normative, mimetic and coercive pressures, it may disregard some important things needed to operate the centre smoothly. Employees may also be impacted by operational inefficiencies (Sutton & Noe, 2005).

The rational choice theory suggests that employees will adopt family-friendly policies beyond what is legally required of them if the benefits of doing so exceed the costs (Appelbaum, et al., 2005). The benefits weighed may not be in terms of direct financial returns, but be based on efficiency considerations. When organisations adopt family-friendly policies such as providing an on-site childcare centre, this will help employees to manage their work and personal lives (Appelbaum, et al., 2005). This may enable employers to easily recruit and retain valuable employees, may reduce lateness, unplanned absences or even unauthorized absences and may encourage employees to put extra effort beyond what is required in their job description (Appelbaum, et al., 2005; Lambert 2000). In this way work-life policies may enable organisations to protect their investments in employee skills and knowledge and may yield enhanced performance for the company (Appelbaum et al., 2005). Following Konrad and Mangel (2000), Appelbaum et al., (2005) draws on the social exchange theory to suggest that work life initiatives can increase employee efforts on the job that go beyond the assigned responsibilities. A study conducted by Lambert (2000) showed that employees exhibit greater organisational citizenship behaviour when organisations provide family-friendly benefits such as on-site childcare centres. Besides that, based on the psychological contract model, perceptions of workplace family-friendliness may also result in an improved balance between work and family (Darch-Zahavy & Somech, 2008).

On the other hand, the resource dependence theory suggests that organisations will do the most for those employees on whom they depend the most (Haverman & Khaire, 2006). This theory posits that certain positions or employee groups that control critical resources can theoretically impose preferred structures on their organisations and can influence decisions about forms of pay and benefits (Pfeffer & Salancik, 1978; Balkin & Bannister 1993). A fundamental assumption of resource dependence theory is that dependence on “critical” and important resources influences the actions of organisations and that organisational decisions and actions can be explained depending on the particular dependency situation (Nienhueser, 2008). According to Baringer and Milkovich (1997), resource dependence-based explanations of organisational structures have generally been supported by empirical research. For instance, Pfeffer and Davis-Blake (1987) found that pay level decisions for employees holding the same position in different organisations is partially explained by differences in the role the
position plays in the acquisition of monetary resources. Therefore, an organisation may decide to set-up a childcare centre because such a facility is important to certain groups of employees holding important or critical positions in the organisation.

In addition to the theories explaining organisational responsiveness to childcare centres at the workplace, studies have shown that human resource staff play a critical role in framing the importance of adopting work-family programmes for effective organisational performance (Thompson, et al, 2005; Kossek, Dass & DeMarr, 1994; Milliken, Martins & Morgan, 1998). Kossek, et al., (1994) asserted that Human Resources professionals play a critical role in determining the timing and nature of employer’s actions regarding work/family changes by shaping the firm’s interpretations of the environment. They assert that childcare policies are largely determined by the Human Resource managers who act based on their perceptions of the need for assistance. Furthermore, managers who are women and or younger are expected to have increased sensitivity to supporting childcare needs than male managers since they are likely to experience the need to juggle between childcare and work integration more than male managers. Hence they are more likely to hold the view that executives should favour childcare assistance (Kossek, et al., 1994). Kossek, et al (1994) reported in their study that human resource managers’ personal backgrounds and their interpretation of favourable executive attitudes toward employer-sponsored childcare has a significant link with the adoption of childcare related programmes. Similarly, Milliken, et al., (1998) in their study examining the role of the human resource executive in framing work-family issues for the organisation found that how salient the issues were to human resource executives and the degree to which the HR executives believed that organisational performance would be detrimentally affected if work-family programmes were not offered had a significant influence on the adoption of work-family programmes in an organisation. This suggests that the adoption of work-family policies such as establishing onsite childcare centres largely depends on the extent to which work-family programmes are conceptualized as an important part of human resource strategy by HR managers and executives.

**METHODOLOGY**

Using case study methodology, this study was conducted in a private manufacturing company (MNC Sdn Bhd, a disguised version of the actual company name) in Malaysia. This study adopted a qualitative design (1) to describe the form and structure of the corporate childcare centre established by the organisation studied, and (2) to explore the reasons for setting-up a childcare centre at the workplace. Yin (1994) suggested four main applications of the case study model, one of which is to describe the real-life context in which the intervention has occurred, and this application corresponds to the aim of this study. Hence, based on the objectives of the study, the use of case study methodology and a qualitative design is appropriate. Besides, past research examining the adoption of family friendly policies has also urged for more studies using a qualitative design to be carried out in order to gain a better understanding of the motives of firms in organizing work/family programmes (Poelmans, 2003). This type of study is especially useful in obtaining in-depth information and being able to create possible meaningful understandings of the phenomenon (Stake, 1994).

**Informants of Study**

The participants in this study were the Managing Director and Human Resource Manager. Both these participants were purposefully selected because of their involvement with the establishment of the childcare centre at the company. Given the goals and logic of qualitative research, purposive sampling is often employed in qualitative studies (Devers & Frenkel, 2000). According to Patton (1991), using a purposeful sampling enables the researcher to obtain in-depth information about issues of central importance to the purpose of study. There are several strategies for purposefully selecting informants. This study adopts the criterion sampling strategy in which the researcher selects the informants based on some predetermined criteria of importance (Patton, 1991). In this regard, both the informants were selected because of their direct involvement in establishing the childcare centre at MNC Sdn.
Bhd. They initiated the idea and were involved in the decision making for the establishment of the childcare centre at the management level.

**Data Gathering and Analysis**

An in-depth interview using a semi-structured interview approach was used in this study. By using the semi-structured approach, the researcher may still create spontaneous questions during the in-depth interview sessions. The informants were asked about the historical background of the childcare centre, their view about providing family supportive benefits for employees, and what drove them to set-up a childcare centre for employees at MNC. All face-to-face interviews took place at the organisational site, in the informant's office. Interviews were audio taped with the permission of the informants and transcribed verbatim. Member checks were conducted by giving the transcript to the informants to be reviewed for accuracy and authenticity. This process is crucial in acknowledging discrepancies between informants and the interviewer, and also to avoid information-processing biasness by the researcher (Merriam & Simpson, 1995; Eisenhardt, 1989).

Apart from using the in-depth interview approach, data were also gathered using document analysis. The documents gathered and analyzed in this study were working papers designed to assist in the setting up of childcare centres, childcare policy and other relevant records and reports kept by the organisation. A site visit was made to observe the operation of the childcare centre. The data gathering process was carried out between April and June 2007. According to Merriam (1988), data found in documents can be used to supplement the interviews. It allows the researcher to check the truthfulness and accuracy of the information obtained from the interview.

Therefore, this multiple data-collection strategy allows for triangulation that will be important for further analysis as it provides stronger substantiation of the topic being studied (Eisenhardt, 1989). Triangulation is a strategy for improving the validity and reliability of qualitative research (Golafshani, 2003). Triangulation may include (1) data triangulation which involves the use of a variety of data sources in a study, (2) investigator triangulation which involves the use of several different evaluators or social scientists, (3) theory triangulation which involves the use of multiple perspectives to interpret a single set of data, and, (4) methodological triangulation which involves the use of multiple methods to study a single problem or programme such as interviews, observations, questionnaires, documents (Patton, 1991). Data, theory and methodological triangulation were performed in this study. This type of strategy may increase the trustworthiness of the study (Merriam and Simpson, 1995) because it helps the researcher to be as close to reality as possible and avoid bias (Patton, 1991). Examination of trustworthiness is crucial to ensure reliability and validity in qualitative research (Golafshani 2003).

The data gathered in this study came in the form of the researcher's notes, interview tapes, transcribed conversations of the informants and documents. For the second objective, the institutional theory, rational choice approach and the resource dependence theory (Thompson, Beauvais & Allen, 2006; Appelbaum, et al., 2005; Sutton & Noe, 2005; Haverman & Khaire, 2006) discussed in the earlier section contributed to the theoretical framework for data analysis. The multiple uses of theories to interpret a single set of data also allows for theory triangulation to ensure trustworthiness of the study. The responses obtained from the informants were identified, categorized and grouped together into the topics and themes identified throughout the data collection process. Codes or categorizing of the data has an important role in qualitative analysis (Basit, 2003). The aim of this process is to assemble or reconstruct the data in a meaningful or comprehensible fashion (Jorgensen, 1989). In sorting and organizing the data, efforts were made to ensure that the process was not conducted rigidly to the extent of narrowing the analysis and interpretation of the data. The form of analysis described here was derived from the work of a range of writers, notably Patton (1991), Marshall and Rossman (1989), Mason (1996), and Merriam (1988).
RESULTS

This section will first address the first objective of this study that is to examine the form and structure of the child care centre at the workplace in the organisation studied. The demographic information about MNC Sdn. Bhd and the form and structure of the childcare centre in terms of its background, children and staff composition as well as the types of services provided at the MNC childcare centre will be presented. Next, this paper discusses the second objective, i.e., the reasons for MNC Sdn. Bhd to set up and operate a childcare centre at its workplace (Childcare Centre at MNC Sdn. Bhd.).

MNC Sdn. Bhd. (MNC) is a manufacturing company with a total number of 875 employees holding a variety of positions. The majority (78.1%) of the workers are blue-collar workers, predominantly working as production operators. The gender composition of the workforce is comprised of 73% male and 27% female employees. The MNC plant operates on three shift cycles, i.e. 8.00am to 4.00pm, 4.00pm – 12.00am and 12.00am to 8.00am and most of the employees in the production work on shift. MNC’s childcare centre, which is located within MNC’s housing estate, was first established in 1996. According to the Human Resource Manager, they first conducted a survey to determine the number of employees who needed childcare support from the company and the nature of employees’ childcare needs and preferences prior to the setting-up of the childcare centre. The childcare centre first operated with a total of 12 children, ranging from the age of 2 months to 5 years, with four child minders and a cook hired by MNC in a three-room apartment. During the initial stage, MNC’s childcare centre was open to MNC employees and non-employees staying in the surrounding neighbourhood. As the number of children increased, the three-room apartment became insufficient. The management decided to build a new childcare centre, also located within MNC’s housing estate, to cater for more children and to offer after-school care services. The centre no longer extends its services to non-employees because of the growing number of MNC children at the centre. The centre was renovated recently and now receives 80 children.

Upon analyzing the MNC Childcare Quarterly Report for the month of March 2007, most of the children (67%) sent to MNC’s childcare centre are within the age group of 2 to 4 years old, and the majority (98%) of them are from the Malay ethnic group. The majority of employees (77.8%) utilizing the childcare centre are non-management employees who are working on shift work. Only a few executives (7.4%) send their children to the MNC childcare centre. Currently, MNC operates with 11 child minders, a day care supervisor, a pre-school teacher and a cook. All of them are female and they report to the Administration Officer in the Human Resource Department. Most of the child minders have worked with MNC since 1996. Most of the child minders hired, especially in 1996, had no childcare training. According to the Human Resource Manager, childcare centres at the workplace were not widely heard of 10 years ago. As such, it was difficult to find people with childcare experience to work at MNC’s childcare centre because not many people were interested to work there. Therefore, MNC had to hire untrained people to be child minders, mostly the spouses of MNC employees staying at MNC’s housing estates. The child minders were then sent for numerous training courses on childcare.

Three types of services are provided at the MNC childcare centre: a full day childcare programme, a pre-school programme and after school care. The full day childcare programme is open to infants from 2 months to 4 years old. The full day childcare programme operates 7 days a week from 7.30am until 6.30pm to cater for employees working on shifts. The pre-school programme is a three hour programme offered five days a week from 9.00am-12.00noon for children aged 3 to 4 years old. After school care is a half-day service offered to kindergarten and primary school children from the ages of 5 until 12 years old. Apart from the three main services, part-time and occasional care is also provided by MNC’s childcare centre for its employees. Employees are charged a nominal fee depending on their job category. Non-management employees receive a discounted childcare fee of 30% or 20% depending on their job category.
Reasons for Setting Up a Childcare Centre At MNC.

Based on the interview conducted, this study found that the management of MNC decided to set-up its own childcare centre for many intertwining reasons. First, the location of the plant, which is located in a remote area, was one of the main reasons for the decision. Because of its remote location, MNC needed to find many ways to attract prospective employees to join the organisation as well as to retain employees within the organisation. Therefore, having a childcare centre of its own served to be a selling factor for the company to attract employees to join the company and to make employees continue to stay with the organisation. Both these factors are key concerns for MNC to attract and retain talented employees to meet competitive pressures and customer demands.

The childcare centre has been employed by the Human Resource department as one of the selling points for its recruitment efforts. According to the Human Resource Manager, several recruitment strategies were used by the HR department to recruit new employees such as newspaper advertisements, on-line advertisements, weekly walk-in interviews at the company, and walk-in interviews at selected locations. The childcare centre facility is mentioned in advertisements as one of the facilities provided by the company. During job interviews, the existence of this facility is highlighted to candidates. Candidates who have an immediate need for the childcare facility are brought for a tour visit to the centre. The availability of this facility has helped the organisation to hire many candidates’ especially dual earning couples because there are not many alternative childcare solutions available in the surrounding neighbourhood.

The centre also serves to improve employee retention. According to the Human Resource Manager there was a demographic shift among employees in the organisation a few years after its inception. MNC started with a relatively young workforce with an average age of 22 years old, and who were mostly single. After a few years with MNC, many single employees began to marry and have children. Some of them married their fellow colleagues while others found partners elsewhere. As more employees began to have children, a new problem arose at MNC. Many female employees would resign from MNC and stay home once they had children. Employees would also resign to find a job where childcare facilities were easily accessible. This, according to the Managing Director, was a great loss to MNC, especially if the employee was a highly skilled worker or a high performer. The nature of the manufacturing operation requires operators to be highly skilled in their jobs. This skill is acquired throughout their tenure with the organisation. The longer they perform the job the more skillful the operators become. Therefore, if employees begin to resign after a few years of tenure, the organisation will suffer from skill loss, which cannot be replaced by employing new recruits. As the organisation depends on highly skilled workers to produce quality products, the management decided to set-up its own childcare centre to cater for the needs of young operators with children so that they did not have to resign from the company once they had children.

Besides that, the management was of the view that providing an on-site childcare centre at work would reduce the unplanned leave, time-off and absenteeism attributable to childcare problems among its employees. According to the Human Resource Manager, many employees began to take unplanned leave and to apply for time off because of childcare problems such as children falling sick, the baby sitter being unable to take care of their children, having to pick up children from the babysitter on time and many other related problems. The rate of unauthorized absenteeism had also increased in MNC. Based on investigation by the Human Resource Department, it was found that unauthorized absenteeism among married employees was mainly due to childcare related issues and problems. The Human Resource Department also found that many married employees were disturbed at work due to childcare concerns. Since the production operation operates continuously for 24 hours in three shifts, unplanned absence among operators may disrupt the efficient flow of the production operations. As such, the management believed that setting up its own childcare centre, which is located near the workplace, would ease the childcare burden faced by married employees at MNC, providing them with ‘peace of mind’ while at work and reducing the tendency among operators to take unplanned leave or to be absent from work.
In addition, according to the Managing Director, it is part of MNC quality policy to be a good corporate citizen, and setting up a childcare centre for MNC employees and offering it to the public serves to indicate that MNC is upholding the corporate social responsibility that it professes in its quality policy. Furthermore, the Human Resource Manager asserts that, setting up a childcare centre for its employees fits well with MNC’s working culture, which values employees’ well-being and welfare. This is reflected in other family-friendly benefits provided by MNC for its employees such as accommodation together with its own in-house clinic, ‘surau’ (a small simple mosque) for Muslim employees to perform congregational prayers, and a recreational centre within the MNC housing estate. In addition, the Human Resource Manager asserts that the management is concerned about the quality of childcare because these children may be the future workers of MNC. Therefore, they believe that it is worthwhile to invest in the children’s early childhood development in order for these children to reach their full potential in the future. This, in return, is beneficial to MNC and the nation as a whole. The management even allows and encourages female employees at MNC to breast feed their babies who are sent to the MNC childcare centre. Therefore providing a childcare centre near the plant makes it very convenient for female employees at MNC to breast feed their babies during their lunch break time.

During the interview, this study found that both the Managing Director and the Human Resource Manager have a high commitment to providing assistance to help employees cope with their work and family responsibilities. This is evident from other facilities provided by MNC for its employees. They believe that by helping employees balance their work and family needs, the employees will be more productive while on the job. This will positively contribute to MNC’s efficiency and profitability. However, they acknowledge that it is not easy to measure the effectiveness of the facility in terms of employees’ actual productivity because there are many factors that may affect productivity. The site visit to the childcare centre also revealed that the childcare centre has been set-up with adequate facilities and resources in terms of personnel, equipment and materials. During the interview, the Human Resource Manager closely related the problem of childcare responsibilities for working parents to her own experience as a working mother and the challenges she faced juggling between her childcare responsibilities and her responsibilities at work. Therefore, when the management mooted the idea to set-up a childcare centre, she responded positively to the idea and was enthusiastic to start the project.

**DISCUSSION AND CONCLUSION**

This study aims to describe the form and structure of the corporate childcare centre established by the organisation studied, and to explore the reasons that drove the organisation to establish an on-site childcare centre for its employees. The findings of this study reveal that most employees who send their children to the centre are blue-collar workers. According to Cattan (1991) poor mothers will be more likely to leave the labour force due to childcare problems. Therefore, providing such a childcare facility will encourage low income female employees who represent the blue-collar workers to enter and remain in the labour force. Besides that, establishing the childcare centre itself was opportune for it opened more opportunities for female employees to participate in the labour force, mostly as child minders at the centre. However, the hours of the childcare operation indicate that employees working on second and third shifts are unable to use the facilities because the childcare centre operates from 7.30am to 6.30pm only. Services that are open mainly during conventional working hours are unable to fully improve the work-family conflict faced by working parents.

The findings of this paper also show that all the personnel involved in the operations of the childcare centre are trained and necessary measures have been taken to ensure that the centre operates professionally. According to Sutton and Noe (2005), there has been criticism of the manner in which organisations that provide a work-family facility benefit their employees. It has been contended that companies may be interested in promoting family-
friendly programmes to attract the best new workers and to shine brightly before the corporate world by offering family-friendly programmes: however they are unwilling to suffer the nuisance of implementing them. Nevertheless, observation of the facility provided by MNC at the centre and the manner the centre operates indicates that the centre is equipped with adequate facilities.

The findings reveal that the reasons provided by MNC for establishing its childcare centre are to attract and retain employees, to reduce unplanned leave and absenteeism, and to increase productivity. From the theoretical lens, the reasons provided by MNC in setting-up a childcare centre can be explained from the rational choice and the resource dependence perspective. Not much can be explained from the institutional theory perspective. The institutional theory suggests that organisations adopt family-friendly programmes to gain legitimacy, but adoption of the programme occurs with little consideration to how programmes should be operated (Sutton & Noe, 2005). This study revealed that MNC was neither under normative, mimetic nor under coercive pressure to establish the childcare centre. There was no normative or internal pressure from employees urging the organisation to provide childcare facility for its employees. The on-site childcare centre was established by the management voluntarily as a human resource strategy to attract and retain employees, to reduce the absenteeism problem and to improve employee commitment and productivity. Furthermore, there is no legislative pressure put by the Malaysian Government on employers to provide childcare support for its employees. Employers are only encouraged by the Ministry of Women, Family and Community Development to set-up on-site or off-site childcare centres to help employees with their childcare related problems, and tax incentives are offered to employers for providing childcare centres at the workplace. Hence, no coercive pressure is put on organisations to set-up a corporate childcare centre for their employees. Besides, there is also little market pressure that compels an organisation to establish a childcare centre because corporate childcare centres have not been widely adopted by many private organisations. Hence, little mimetic pressure has occurred to cause the organisation to imitate or respond similarly as other organisations (Sutton & Noe, 2005; Appelbaum et al., 2005). Therefore, institutional theory does not fully explain the reasons an employer provides a childcare centre for its employees. The theory has been criticized for its limitation in not taking into account the importance of organisations’ strategic goals and self-interests (DiMaggio, 1988; Oliver, 1991). In some countries such as in Egypt, Brazil and Chile, the institutional pressure in the form of coercive pressure may occur because the legislation requires the corporation to provide childcare support for its employees. Hein (2005) reported, in Brazil and Chile the law requires corporations to provide childcare rooms directly financed by employers in firms with a minimum number of women workers (29 in the case of Brazil and 20 in Chile). Meanwhile, in Egypt, the legislation requires employers having more than 100 female employees to set up a nursery close to the workplace. However, such pressures may be detrimental to working parents. Hein (2005) contends that the legal provision for childcare rooms directly financed by employers in firms with a minimum number of women workers in Brazil and Chile raises the possibility that women may not be hired in order to avoid these legal thresholds and in Egypt, the childcare provision has resulted in many private enterprises finding ways to evade the legislation and some have deliberately hired less than 100 women.

The reasons highlighted above suggest that MNC has adopted a rational choice approach in providing childcare centre for its employees. These reasons also correspond with the reasons cited by many organisations in the United States (Auerbach, 1988). Besides that, employers are reported to have many other reasons for having childcare centres at the workplace, such as productivity, health care costs, morale and also government incentives (Adolf, 1980). In support, past research has also shown that the availability of childcare affects the job stability of employed mothers (Hofferth & Collins, 2000) and influences employees’ attachment to the organisation (Grover & Crooker, 1995) and lack of childcare can prevent mothers with young children from entering the job market (Cattan, 1991). This is in line with Goyea and Goggin’s (1992) assertion that a corporate decision to respond to the issue of employee dependent care is not necessarily based on a single objective outcome measure of productivity, but is based on productivity wrapped around other measures within the corporation which complement productivity such as employee morale, employee organisational commitment and loyalty, and the successful recruitment of a highly qualified work force.
It is noted that MNC acknowledges the difficulty in measuring the extent to which this facility has been able to meet, attract and retain employees as well as increase productivity. It has been acknowledged that despite the time and money invested in setting up and operating a childcare centre at the workplace, it can be difficult to calculate the exact return organisations can expect to receive on their investments (Employee Benefits, 2007). Many companies have reported the positive side effects of having a childcare centre at the workplace such as reduced turnover, reduced absenteeism, increased productivity, higher commitment and satisfaction and less stress (Thomas & Thomas, 1990). Studies have also shown that having childcare centres at work offers working parents the peace of mind that their child is being looked after by a registered, reliable service and also provides a better corporate image of the company (Thomas & Thomas, 1990). Moreover, many reports suggest that providing childcare goes beyond its financial implications because it affects not only the productivity of the working parents, but also the development of the next generation of the work force (The U.S Department of Treasury).

The reason for setting-up a childcare centre can also be explained from the resource dependence perspective. According to resource dependence theory, organisations will do the most for those employees on whom they depend the most (Haverman & Khaire, 2006). The findings of this study indicate that it is important for MNC to retain skilled operators to produce quality products as the skills are irreplaceable. New operators can only acquire the skills after one or two years. This suggests that MNC has established the childcare centre in order to prevent operators from leaving the company once they have children due to the scarcity of child-minders in the surrounding neighbourhood or due to childcare related problems such as unreliable baby-sitters. Furthermore, since MNC is a manufacturing operation that operates 24 hours a day, an operator’s unplanned absence may disrupt the production operation, therefore it is pertinent that MNC find ways to reduce unplanned absences. Therefore, because MNC’s efficient production operation depends a lot on its operators, the childcare centre was established to ensure smooth production operations at its plant. Hein (2005) also suggested that the business case for introducing family-friendly practices is strongest in high-skilled industries and sectors where the costs of losing and replacing an employee are high and the benefits of family-friendly practices easier to quantify. However, in industries or sectors viewed as low skilled, such as retailing, assembly and manufacturing, the business case was not as strong. Hein (2005) asserted that this is also the case in low-skilled, labour-intensive, and relatively less well-paid employment in many developing countries, where a large pool of unemployed or underemployed labour is readily available.

Apart from the common reasons cited by many employees, MNC Sdn Bhd also believes that providing a childcare centre at its workplace corresponds to its organisational culture, which values an employee’s well being and welfare. Recent studies have advocated the importance of work-family culture (Thompson, et al 1999) or family friendliness (Jhan, et al., 2003) as a form of organisational social support that facilitates employees to balance between their work and family responsibilities. According to Thompson, Andreassi, and Prottas (2003), an organisation that would like to create a “family-friendly” workplace must consider four interrelated components. First, they must design and implement benefits, practices, and policies to help employees balance their work and family lives (e.g., flexible work schedules, dependent care supports). Second, they must create workplace cultures and climates that reflect a concern for employees’ lives outside of work. Third, they must encourage workplace relationships that are respectful of employees’ family responsibilities. Finally, they must revisit current work processes, systems, structures, and practices to determine which ones lead to work inefficiencies, which in turn may create unnecessary stress and overwork for employees. In this regard, MNC has taken the effort to create workplace cultures and climates that reflect a concern for employees’ lives outside of work.

Finally, the findings of this study also support the importance of Human Resource staff in framing the importance of adopting work-family programmes to enhance organisational performance (Thompson, et al, 2005; Kossek, et al., 1994; Milliken, et al., 1998). This study revealed that one of the reasons the childcare centre was established at MNC was due to the emphasis put by the Human Resource department, with support from the top management, on the importance of adopting work-family programmes for its employees’ well-being, which in turn could lead to organisational competitiveness. Besides that, it is noted that the importance
put on setting-up a childcare centre at MNC was also influenced by the greater sensitivity to
the need for childcare on the part of the Human Resource Manager. This may be because
she could easily relate workers’ childcare problems to her own experience as a working
mother. This supports the view that managers who are women and or younger are expected
to have increased sensitivity to support childcare needs since they are likely to experience the
need to juggle between childcare and work integration (Kossek, et al., 1994). Therefore,
Human Resource professionals play a very important role in developing and implementing
work-family policies and benefits such as on-site childcare centres at the workplace.

The findings of this study have theoretical and practical significance. The results obtained
suggest that several theoretical perspectives such as resource dependence theory and the
rational choice approach can be used as the framework in examining reasons for MNC to
adopt a work-friendly policy such as having a childcare centre at the workplace. Besides that,
other factors such as the role of human resource staff (Thompson, et al. 2005; Kossek, et al.,
1994; Milliken, et al., 1998) and the family-friendly culture adopted by an organisation
(Thompson, et al 1999; Jhan, et al., 2003) play a critical role in framing the importance of
adopting work-family programmes such as a corporate childcare centre. In addition, the
reasons reported by the organisation studied can be used to develop an instrument to
measure the reasons organisations in Malaysia adopt work-friendly policies at the
workplace. For practical implications, the findings of this study can serve as a guide for
Human Resource practitioners wanting to establish a childcare centre. This case study can be
used to benchmark the types of childcare services organisations can offer their employees.
Besides, since not many studies have been conducted on corporate childcare centres in
Malaysia, the findings can serve as a guide for policy makers in the policy development of
sound work-family related policies and measures pertaining to providing childcare at the
workplace. Competent authorities and bodies such as the Ministry of Women, Family and
Community Development could use the results reported in this study to encourage other
organisations to respond to the childcare needs of their employees. Discussions should also
be carried out between the Ministry and private organisations in order to understand the
reasons that inhibit them from establishing childcare centres at the workplace and to find
ways to respond to their inhibitions so that more employers will be encouraged to provide
childcare support either in the form of an onsite or near site childcare centre or other forms of
support such as childcare subsidy, or childcare slots at privately owned childcare centres for
their employees.

LIMITATIONS AND FURTHER RESEARCH

This study is not without limitations. Several limitations of this study should be taken into
consideration in evaluating the results. This study is limited by the fact that it was conducted
in a single setting. Hence the findings of this study cannot be generalized to other
organisational settings. The number of informants involved in this study was also small.
However, this is because the two informants selected were instrumental in the establishment
of the childcare centre at MNC in 1996. Other key personnel involved were no longer working
with MNC. Furthermore, this study only limits itself to study the reasons for employers to
establish an on-site childcare centre but not to other work-family programmes provided by the
company. Besides that, this study is limited in the sense that it did not examine whether
providing such a facility results in increased employee efforts on the job that go beyond the
assigned responsibilities as suggested by Appelbaum et al., (2005). Therefore, it is suggested
that a further study be conducted involving a larger number of companies and informants
across all types of work-family programmes and benefits. It is also suggested that further
research examine the extent to which work-family policy and benefits may lead to increased
employee efforts beyond the job scope.
REFERENCES


