Work-life balance in relation to workplace diversity

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Objective of the presentation

- Mutual relationship of diversity management and the organisational work-life balance policies and practices.
  - *How does the current form of WLB measures in the given organisation support workforce diversity?*
  - *To what extent are certain groups of workers at a disadvantage?*
Theoretical framework

- Workplace diversity means diversity on the part of employees as well as customers and clients. In this case, it means primarily (though not exclusively) diversity in terms of gender, age, nationality or ethnicity or, for example, education, along with a variety of life experiences and worldviews and perhaps also lifestyle, language or behaviour, etc.

- In the area of paid work, working diversity helps to raise tolerance and eliminate barriers that arise on the basis of discrimination, prejudice and because of a failure to include disadvantaged individuals or entire groups into the labour market.
Data collection and analysis

Public institution
Data collection: July to August 2014
Data analysis: 3 steps
1st analysis of the workforce statistics
2nd analysis of the internal documents
3rd qualitative analysis of the attitudes
a) Focus groups (up to 8 by organisation)
b) Individual semi-structured interviews (up to 16 by organisation)

Private company
August 2014
Workplace characteristics

- Private company: male-dominated technical field
  - No. of employees: 763
  - 31% women, 69% men
  - mostly of Czech origin
  - high percentage of insecure out of regular employment contracts

- Public institution: social focus, female dominated
  - No. of employees: 1,031
  - 75.5 % women a 24.5 % men
## WLB measures

<table>
<thead>
<tr>
<th>WLB measures</th>
<th>Type of organisation</th>
<th>Public institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childcare Facility</td>
<td>Kindergarten, child-minding, summer camp</td>
<td>2 children groups (of 20 children each) + 1 créche</td>
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<tr>
<td>Flexible forms of work:</td>
<td></td>
<td></td>
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<tr>
<td>- Part-time work</td>
<td>For all on Parental Leave, mothers with small children</td>
<td>About 7 % (51 W + 25 M)</td>
</tr>
<tr>
<td>- Homeworking</td>
<td>Patients, mothers on Parental Leave, management, specific positions</td>
<td>3% (26 W + 6 M)</td>
</tr>
<tr>
<td>- Flexible working hours + working time account</td>
<td>Everyone having office jobs</td>
<td>For all employees (9-14:30)</td>
</tr>
<tr>
<td>Cooperation while on Maternity and Parental Leave</td>
<td>Yes, by individual agreement</td>
<td>Limited, on an individual basis</td>
</tr>
<tr>
<td>WLB measures</td>
<td>Private company</td>
<td>Public institution</td>
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<tr>
<td>Childcare Facility</td>
<td>Satisfaction, improves the company's image</td>
<td>Positively assessed, demand higher than supply</td>
</tr>
<tr>
<td>Flexible forms of work:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Part-time work</td>
<td>The advantage for mothers with children, very positive assessment</td>
<td>Especially mothers; more mothers are interested than those who actually use this</td>
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<tr>
<td>- Homeworking</td>
<td>Technical problems, isolation, loss of boundaries between the personal life and the work life</td>
<td>Interest on the part of mothers and fathers and those who are 50 years old and older</td>
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<tr>
<td>- Flexible working hours / working time account</td>
<td></td>
<td>Compensatory period not 2 weeks but 1 month</td>
</tr>
<tr>
<td>Cooperation while on Maternity and Parental Leave</td>
<td>Yes, regular contact is welcome, managed integration is lacking</td>
<td>The organisation's strategy is missing</td>
</tr>
</tbody>
</table>
Conclusion

- The analysis confirmed that there is still a reductionist approach to WLB, both in the public authority and the private sector.
- In both organisations, WLB is understood and conceived primarily as measures for mothers with children.
- The issue of the private lives of single people is ignored, as is the involvement of fathers in care and the issue of caring for other family members.
- The work-life balance needs of older workers and workers with caring responsibilities to their old parents or spouses are fully ignored.
- It can be said to show that universally conceived measures, as with partial ones, can have a varied and thus unfavourable impact on certain groups of workers.
Recommendations

- **Setting-up the corporate environment** – integrate the values of reconciliation of work and personal life into the corporate culture.
- **Understanding the issues on the part of the management staff** – share understanding of how important a successful reconciliation of private and professional lives is among the management staff.
- **Education and communication** – involve employees in the issue so that they understand their rights and act in their own interest. Establish clearly defined tools of reconciling work and private life, and publish manuals on how to proceed on the given workplace.
- **Monitoring and evaluation** – continually monitor the needs in the area of reconciliation of work and private life and assesses the impacts of measures and based on the results, prepare next steps.
Thank you for your attention!