

I Międzynarodowa Konferencja

**„Rozwiązania prorodzinne w czasach
powszechnej cyfryzacji”**

1st International Conference

**”Family-responsive policies
in the Digital Era”**



Presentation of the survey' results
**„Family-responsive policies
in private companies
in Poland”**

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OUTLINE OF THE PRESENTATION



1. Economy and business start in the family - introduction



2. Family-responsive policies in Polish companies – results of the study



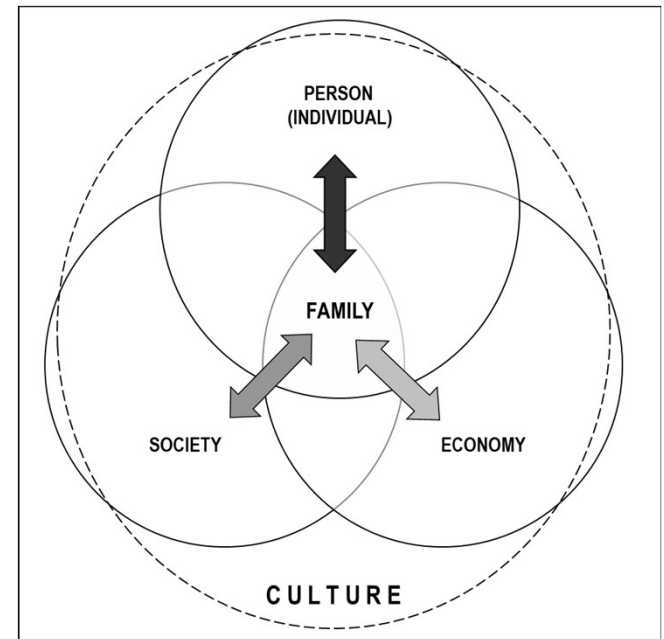
3. Recommendations for the development of family-responsive policies

ECONOMY AND BUSINESS START IN THE FAMILY

- INTRODUCTION

Family

1. ...**provides** biological, socio-cultural and economic reproduction of society
2. ... ensures **intergenerational continuity** and **social cohesion**
3. ... is the **main economic unit** and the sphere of capital accumulation, the basis on which a huge number of **enterprises are founded**
4. ... is the **transmission belt of economic culture**, including the ethos of work and entrepreneurship
5. ... is a fundamental **source of human and social capital**
6. ... is an **interface that connects and introduces individuals into wider social structures**



KEY FINDINGS OF THE STUDY

- **The most popular family-responsive policies** are at most **present on average in 2/3 of Polish companies**
- **In the context of digitalisation and pandemia**, the level of implementation of **remote work**, which is not present in **2/3 of companies**, is **surprisingly low**
- **More than 70% of companies do not communicate externally** in any way the use of family-responsive policies
- **Paradox:** the additional protection (in the form of internal regulations) of returnees after maternity/parental/childcare leave ranks only 10th in popularity and occupies a high 2nd place in the entrepreneurs' opinions in terms of attractiveness of the family-responsive solutions used

KEY FINDINGS OF THE STUDY (2)

- **The level of conviction** of the entrepreneurs themselves in family-responsive solutions **seems to be puzzling** – for the question "To what extent would you recommend family-sized solutions used in your company to other entrepreneurs?" (0 – I wouldn't recommend it at all, 10 – I would definitely recommend) an average answer rank is 4.42...
- A more thorough examination is required in case of a **level of investment in family-responsive solutions**, which, on the basis of current data, for 85% of companies does not exceed 3% of the annual budget, and in 42% of companies no funds are transferred to family-responsive policies
- It is likely that not the number of solutions, but their **effectiveness and perception** have a greater impact on the fact that employees decide to stay in the company after parental leave.

RESEARCH TEAM

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The project is being implemented during the period I-VI 2021

FAMILY-RESPONSIVE POLICIES IN PRIVATE COMPANIES IN POLAND – ABOUT THE STUDY

CATI computer-assisted telephone interview method
- giving, on the basis of a properly selected test sample, the possibility of generalisation of the results per population

Research tool - a questionnaire containing questions of a strict order and unchanging wording (mostly closed).

Selection of the sample - random-layered sample, source: database Bisnode formerly Hoppenstedt&Bonnier (HBI),

Criteria included in the selection: a private undertaking without the participation of the dominant/controlling share of the State Treasury; employment ranges from 10 to 249 employees; PKD's main business; carrying out activities in Poland.

The implementation of the study assumed interviews on a total sample of N=250 companies.

Sample representative by size of employment and share of private capital in the structure of the company.

Proportional share of respondents in relation to the share of private companies in the structure of the economy in Poland (according to GUS data).

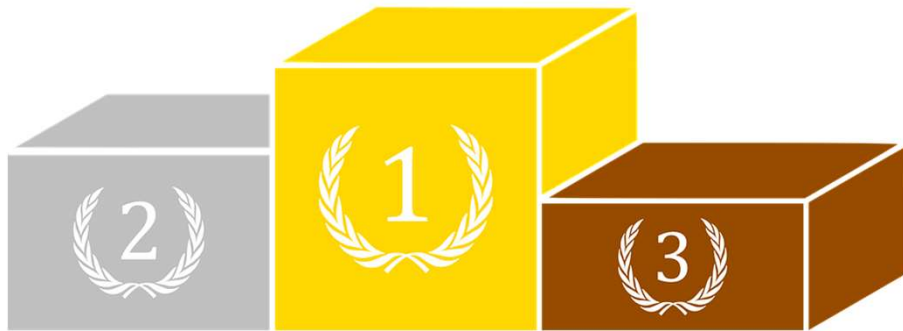
Interviews with representatives of companies in the rank of owner/co-owner, president, director, head of human resources, chief accountant or other responsible for making decisions related to employment policy in the company.

WHAT DID WE ASK?

CATALOGUE OF FAMILY-RESPONSIVE POLICES

Remote working	Partial remote working on employee demand	Task-based working time	Flexible working time	Individual schedule planning	Possibility to be employed part-time with all benefits that full-time employees receive
Company kindergarten / nursery	Subsidies for childcare in an external kindergarten	Possibility of granting additional paid leave to care for a child	Possibility of granting additional paid parental or childcare leave for people not employed under an employment contract	Availability of the paternity leave for fathers as additional leave not reducing the length of leave available to the other parent	Persons returning after maternity / parental / childcare leave are additionally protected by internal regulations
Employees' influence on decisions about overtime	Family discount programs	Family tickets to the cinema	Availability of courses for employees' children	Scholarship programs for employees' children	Family picnics
	Family workshops	Granting gifts / gratuities for people who have become parents	Holiday gifts for employees' children	Co-financing for summer camps / camps for employees' children	

FAMILY-RESPONSIVE SOLUTIONS - TOP 3



The most common solutions used in the companies surveyed are:

1. Employees' influence on decisions about overtime
2. Additional paternity leave
3. Possibility of part-time employment while maintaining full-time working conditions

Each of these solutions was indicated in at least 50% of the companies surveyed, while none of the presented activities were implemented in more than two thirds of companies.

THE MOST POPULAR FAMILY-RESPONSIVE SOLUTIONS – TOP 10

Ranking of solutions according to the percentage of implementation		
Ranking	Solution/Policy	General (n=253)
1	Employees' influence on decisions about overtime	60,10%
2	Additional paternity leave	59,30%
3	Possibility to be employed part- time with all benefits that full-time employees receive	57,70%
4	Holiday gifts for employees' children	39,50%
5	Partial remote working on employee demand	38,70%
6	Flexible working time	37,90%
7	Remote working	36,40%
8	Individual schedule planning	35,60%
9	Task-based working time	30,00%
10	Persons returning after maternity / parental / childcare leave are additionally protected by internal regulations	29,60%

THE MOST POPULAR FAMILY-RESPONSIVE SOLUTIONS AND NUMBER OF EMPLOYEES

Solution/Policy	Ranking of solutions by percentage of total use	General (n=253)	Number of employees				
			25 or less (n=114)	26-50 (n=96)	51-100 (n=19)	101-250 (n=16)	More than 250 (n=8)
Employees' influence on decisions about overtime	1	60,10%	57,00%	61,50%	68,40%	56,30%	75,00%
Additional paternity leave	2	59,30%	58,80%	58,30%	68,40%	50,00%	75,00%
Possibility to be employed part- time with all benefits that full-time employees receive	3	57,70%	54,40%	56,30%	63,20%	75,00%	75,00%
Holiday gifts for employees' children	4	39,50%	28,90%	52,10%	47,40%	37,50%	25,00%
Partial remote working on employee demand	5	38,70%	31,60%	41,70%	42,10%	62,50%	50,00%
Flexible working time	6	37,90%	36,80%	37,50%	36,80%	37,50%	62,50%
Remote working	7	36,40%	28,90%	38,50%	31,60%	62,50%	75,00%
Individual schedule planning	8	35,60%	30,70%	36,50%	47,40%	31,30%	75,00%
Task-based working time	9	30,00%	26,30%	33,30%	31,60%	31,30%	37,50%
Persons returning after maternity / parental / childcare leave are additionally protected by internal regulations	10	29,60%	30,70%	24,00%	52,60%	18,80%	50,00%

THE MOST POPULAR FAMILY-RESPONSIVE SOLUTIONS AND SIZE OF HEADQUARTERS LOCATION

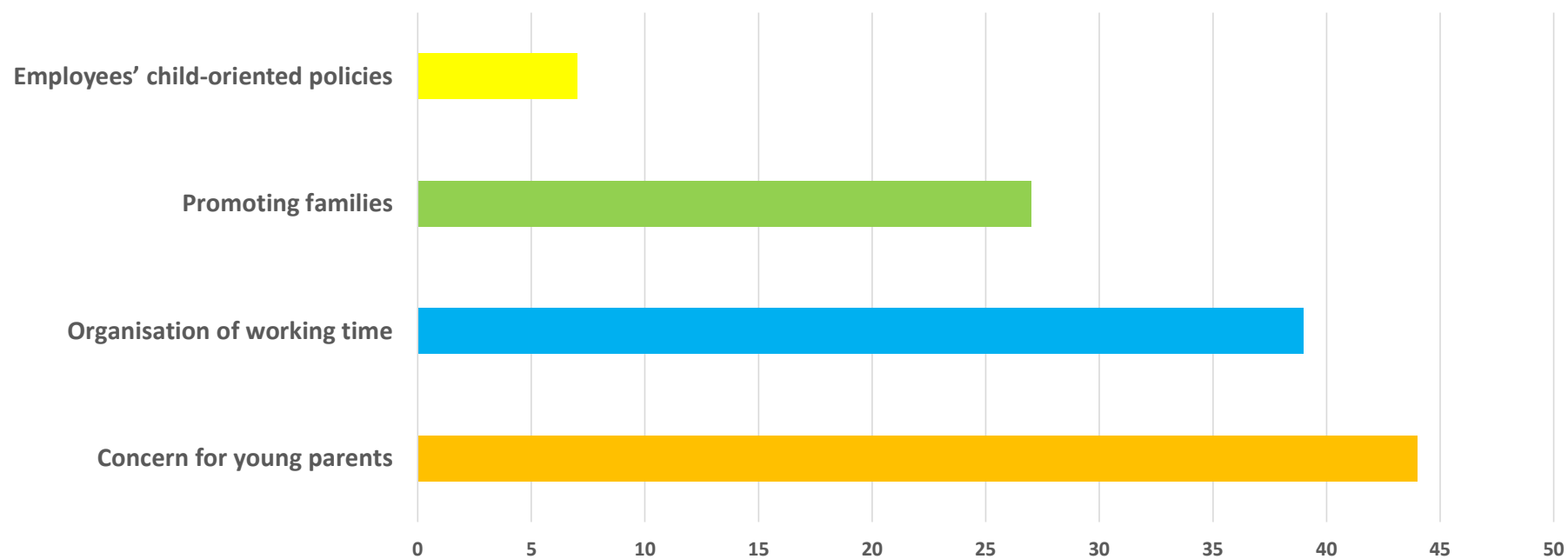
Solution/Policy	Ranking of solutions by percentage of total use	General (n=253)	Headquarters				
			Country-side (n=49)	Town < 10k inhabitants (n=27)	City 10-100k inhabitants (n=93)	City 100-500k inhabitants (n=47)	City > 500k inhabitants (n=37)
Employees' influence on decisions about overtime	1	60,10%	59,20%	51,90%	68,80%	53,20%	54,10%
Additional paternity leave	2	59,30%	63,30%	55,60%	62,40%	46,80%	64,90%
Possibility to be employed part-time with all benefits that full-time employees receive	3	57,70%	49,00%	48,10%	58,10%	66,00%	64,90%
Holiday gifts for employees' children	4	39,50%	38,80%	40,70%	41,90%	40,40%	32,40%
Partial remote working on employee demand	5	38,70%	26,50%	37,00%	32,30%	48,90%	59,50%
Flexible working time	6	37,90%	32,70%	37,00%	34,40%	44,70%	45,90%
Remote working	7	36,40%	24,50%	37,00%	30,10%	48,90%	51,40%
Individual schedule planning	8	35,60%	30,60%	33,30%	33,30%	38,30%	45,90%
Task-based working time	9	30,00%	32,70%	25,90%	22,60%	34,00%	43,20%
Persons returning after maternity / parental / childcare leave are additionally protected by internal regulations	10	29,60%	26,50%	25,90%	32,30%	29,80%	29,70%

GROUPS OF FAMILY-RESPONSIVE SOLUTIONS ACCORDING TO FACTOR ANALYSIS

Group	Solutions/Policies
Concern for young parents	<ul style="list-style-type: none"> • Additional paternity leave • People returning from maternity/paternity/parental leave are additionally protected by internal regulations; • Employees' influence on decisions about overtime • The possibility of granting additional paid leave to care for the child.
Organisation of working time	<ul style="list-style-type: none"> • Partial remote working at the employee's request; • Individual work schedule; • Flexible working time; • Remote working; • Task-based working time; • The possibility of part-time employment, with all the benefits of full-time employees retained proportionately.
Promoting families	<ul style="list-style-type: none"> • Organisation of family picnics • Christmas gifts for employees' children; • Family cinema tickets; • Subsidising summer camps for employees' children.
Employees' child-oriented policies	<ul style="list-style-type: none"> • Availability of courses for employees' children; • Subsidised childcare in an external kindergarten; • Scholarship programmes for employees' children • Company kindergarten/day nursery; • Organisation of family workshops; • The possibility of granting additional paid parental or parental leave for those not employed under a contract of employment; • Family discount schemes.

GROUPS OF FAMILY-RESPONSIVE SOLUTIONS AND THEIR POPULARITY IN COMPANIES

Presence of family-responsive solutions groups in companies (%)



RETURNS OF EMPLOYEES AFTER PARENTAL LEAVE



The larger **the number of family-responsive solutions implemented**, the smaller the...

SHARE OF WORKERS RETURNING after MATERNITY/PARENTAL/PARENTAL LEAVE for MORE than 3 MONTHS

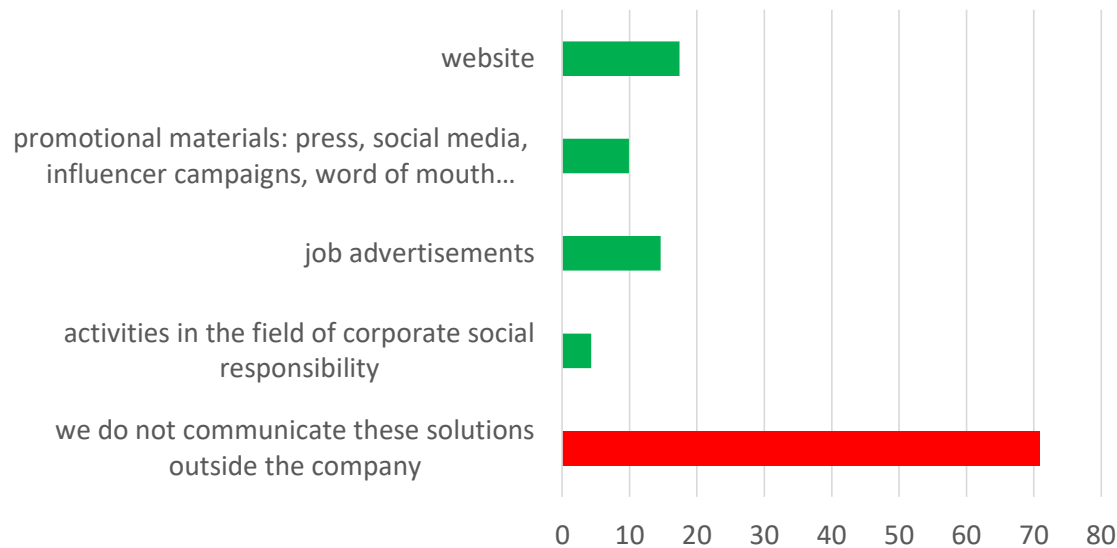
The better **the company's family-responsive solutions are perceived by managers**, the higher...

The higher **the number of employees in the company**, the higher...



FAMILY-RESPONSIVE SOLUTIONS – EXTERNAL COMMUNICATION

Percentage of enterprises that use a given form of communication outside regarding the pro-family solutions used



- more than 70% of companies do not communicate externally in any way the use of family-responsive solutions
- the most popular forms of such communication are a website and job advertisements. Only 4% involve these activities in promoting CSR...

ARGUMENTS IN FAVOUR OF FAMILY-RESPONSIVE SOLUTIONS IN COMPANIES

Family-responsive solutions

- provide companies with a **lower turnover rate** [Butts et al., 2013; Marx et al., 2021], which at the same time **reduces the costs of recruiting and training** new staff,
- positively affect **employee productivity** [Bae, Goodman, 2014],
- generate **better results** for companies [Benito-Osorio et al., 2014],
- allowances and benefits granted to young parents have a **positive impact on the performance of the organisations** in which they work [Lee and Hong, 2011]
- there is a debate as to **whether family-responsive solutions are affecting the increase in share prices**: the 'For' arguments - Arthur and Cook studies [2004] showing the increase in the share prices of companies immediately after the announcement of initiatives to support families; "Against" results - Filbeck and Preece [2003], who write e.g. about the negative reaction to the announcement of the introduction of family-friendly benefits

ARGUMENTS IN FAVOUR OF FAMILY-RESPONSIVE SOLUTIONS IN COMPANIES (2)

Family-responsive solutions

- as Bloom et al. [2010] argue, even when such arrangements do not lead directly to an increase in financial profit, they tend to balance themselves, which means that as a result they **are not an additional cost to the employer.**
- can bring tangible **benefits to further family members of the company's stakeholders and local communities** [Bookman, 2004] and [Kelly et al., 2008], the involvement of private companies in supporting the families of their employees **supports the building of social capital.**

RECOMMENDATIONS

Recognising the role of enterprises as an important area in terms of family policy and demographic policy

Perception of family-responsive solutions in companies as tools to strengthen and rebuild the potential of enterprises after the COVID-19 pandemic

Social campaigns to promote and promote family-responsive solutions in companies and to build public awareness

Access to voluntary working time reduction solutions while maintaining benefits and making working time more flexible

Development of internal tools in companies to protect returnees from parental leave

Promoting "paternity leave" as an important tool for family integration, increasing solidarity and involvement of both parents in family life

Developing research in this area - examining employee preferences and satisfaction with current practices and disseminating results

Certification programs for family-responsive companies/grants for entrepreneurs who want to develop and implement family-friendly solutions

Thank You for Your attention!



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