

THE SOCIAL INNOVATIONS HARMONISED WITH THE COMPANY PERSONNEL MANAGEMENT SYSTEM

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Abstract: The issue of work-life balance (WLB) refers to the inability to reconcile duties at work with family obligations as both environments put evident pressure on a person. This leads to imbalance which is a source of personal stress and low productivity. Hence, one cannot hide the fact that the effects of this imbalance can be very burdensome in financial and strictly organizational terms and for workers themselves. The aim of this paper is to propose a systemic solution in the organization so that employees can reconcile work and private life favourably.

Key words: social innovation, work-life balance.

Introduction

The issue of reconciling work and private life is a current social problem constantly deepening as a result of cultural changes in the range of work load which directly concerns family members. Thus, the issue became the premise of undertaking a respective analysis.

Imbalance between the spheres of private and professional life usually brings conflicts. They may take one of two forms:

- the work–life conflict - when an excess of professional duties unables fulfilling the obligations e.g. arising from having a family or performing social roles,
- the life–work conflict - related to the adverse effect of excessive non-professional duties on performing professional roles (Siemieńska-Żochowska, 2010).

The effects of this conflict can be quite severe in substantive and financial dimensions for both the organization and employees. The negative consequences that can be felt by workers are: stress, fatigue, exhaustion, a lack of an emotional control, lower intellectual and physical efficiency, family problems, the neglect of family responsibilities, a lack of psychological comfort, and, ultimately, the appearance or deepening of addictions of all kinds. However, from the perspective of the organization – a lack of the balance between work and family life among its employees can manifest through: increased absenteeism, the increase in the costs of replacements, increased fluctuation, a loss of effects from investments in human capital, smaller commitment to work, poorer quality of work, a lack of creativity and innovation (Marciniak, 2000) which further worsens relationships with superiors, colleagues, and clients. In the end, these relationships can be lost (Borkowska, 2011).

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The progressive nature of the WLB

Since early 1990s, under the influence of globalization and because of the intensification of economic competitiveness, we are dealing with a kind of invasion of work duties on non-professional life, especially family life. The culture of efficiency, which expects more and more from employees (extended working time), simultaneously reduces the feeling of safety in return as it causes serious difficulties in reconciling work and family life (Sadowska-Snarska, 2011). The indisputable fact is that a worker who has difficulty with reconciling professional and family roles is not able to work efficiently. That is the problem for both employee and employer (Clutterbuck, 2005) because people's behavior in the organization has a significant impact on its functioning and decides on its effectiveness (Remery and Schippers, 2005). Being aware of this fact, the management constantly asks themselves the question: What should be done to involve subordinates in work, to encourage their loyalty, creativeness and innovativeness? There is no easy answer especially in the era of prudent spending on investments with a long-term return of an unspecified size rate.

The economic and social effects of WLB

However, employee's satisfaction with reconciling two spheres of family and work is undoubtedly a desirable state, it cannot take place in isolation, that is, cannot be detached from the organization's needs and, in particular, from clients /beneficiaries whom it supports (McKeen and Burke, 2011). The success of the introduced solutions is determined to a large extent by their adaptation to the structure of employment. The employees' time-varying needs are considered as well. What should also be considered is that a balance between work and other obligations appears not the same for everyone. This calls for an individual approach to the worker. Official data (Polish public statistics) which shows that more than a half of Polish employees (58.5%) work at a rate of 40-49 hours a week. The number proves that the WLB project is needed. Moreover, in light of the Eurostat data, Polish worker, in comparison with their counterparts in other OECD countries, works the longest. Ahead of us are only such countries as Korea, Greece, Czech Republic, Hungary (Yong and Zhao, 2012). In view of that state of affairs, one often hears that employees abuse sick leave. On the other hand, there is no mechanism that would periodically help the worker to solve problems in non-professional life which are surprising (unexpected events), e.g. a sudden illness of a child or a babysitter, failure at home, the cumulative fatigue, the cumulative lack of time for the closest relatives, etc Institutionalized support of a workplace does not exist. Usually, in case of emergency, the worker puts the manager in front of an accomplished fact by communicating their absence to him/her. This situation creates problems for the employer, hence the desired solutions in this area should also prepare the employer for such circumstances.

The projects hitherto implemented in Poland in the field of WLB

The analysis of research and projects of a systemic character, which have been accomplished so far, indicated that they were focused mainly on identifying the causes and consequences of the phenomenon of the lack of balance between work and private life (work-life balance). These include the following research and implementation projects:

- "Women 2004 - Stereotypes, and Reality" (2004) - The purpose of this study was to answer the question of whether women live better lives than men in our time,
- "Domestic Services" (2006) – the experiment of a childcare center in Finland - help was given from 18:00 to 00:00; objections to the quality of service provision were raised; in effect, some services were not included in the practice;
- "Time for the Partnership, the Partnership for Time" (2007) - the purpose: exchanging experiences in the ways of reconciling work and family life in Finland, Poland, Spain;
- "Equal Opportunities Company" (2007) – the project carried out within the framework of the EQUAL Community Initiative in order to assess equality in Polish companies.
- "Flexible Worker - Partnership Family" (2008) - the aim was to develop and test a model conducive to balancing work and family life in four interrelated areas:
 - promoting flexible forms of employment and such arrangement of
 - working time,
 - increase in access to childcare facilities (crèches, kindergartens),
 - promoting greater involvement of men in family life,
 - preventing parents' professional qualifications from becoming
 - outdated during a break resulting from the performance of family obligations,
- "There is nothing like family" (2008) – the survey carried out by CEBOS to identify the values that Poles tend to follow.
- "Reconciling family and professional roles of men and women" (2009) - the survey conducted by the Center for Human Resources which relies on the partner family model and the expectations of employers towards women and men,
- "Women 2009" (2009) – the study of the level of women's lives in Poland, conducted by CBOS on behalf of the Congress of Polish Women.
- "Eurobalance" (2012) - the project carried out within the framework of the Leonardo da Vinci Transfer of Innovation. Its main objective was to develop a guide and a set of training materials for businesses and employees in the area of achieving and maintaining a balance between work and personal life.

On the other hand, enterprises, in order to counteract the problem of WLB, implement initiatives and educational programs on the subjects of coping with stress, healthy lifestyle, keeping a balance between private life and work, namely:

- 1) The Company Friendly to Employees (Polish Digital Telephony). Within the area of the program, a package of workshops supporting and developing women's managerial competence was developed,
- 2) The Passion Orange (Orange) program - creating conditions for the realization of employees' interests and passions.
- 3) The Wellbeing (AEGIS MEDIA) program. In order to achieve the objectives of this project, a healthy lifestyle was promoted: a healthy diet, sports, self-development (The Report of Corporate Responsibility Forum 2013).

The analysis of the programs and projects listed above indicates that those previously implemented have not contributed to a significant increase in interest in WLB issues among employers. Moreover, there is a large gap across studies that could test systemic solutions in terms of their cost-effectiveness because the majority of employers still consider WBL instruments mainly in the context of the costs of their application. Some employers even believe that the losses outweigh the gains and actions cause chaos, organizational disorder and loosening of discipline at work, as well as the conflicts and hostility among the staff (Smoder, 2010). In relation to that, employees are concerned additionally by the temporariness of conveniences together with a lack of real stability and security, which should be guaranteed by these activities (Yong and Zhao, 2012). All the more since there is a need in the field of systemic solutions for the benefit of WLB, which would be the result of a consensus between the employer and the employee.

The proposal on the solution for WLB

In this paper, it is emphasised that the system of reacting to situations beyond the private lives of employees ought to be implemented, taking into account a cost-effectiveness study of the implementation of the system for the organization which should be understood as the proposal of the concept of effective resolving the conflict between work and private life. The identification of problems that may arise, and which go beyond the normal organization of family life (expert panels, focus groups), is crucial. Only on this basis, a catalog of available solutions for WLB should be prepared for employees that are covered by the program (e.g. a mobile babysitter, a mobile housekeeper, a mobile workplace, etc.). It is assumed that the employer does not help out the employee in the organization of private life and does not create a cafeteria system which is addressed to all employees. However, random events in non-professional lives of employees may have an impact on the disruption of an organization's activities and may significantly upset its proper functioning, e.g. by the sudden absence of employees, their unavailability etc. Simultaneously, measurement and monitoring of organizational effectiveness should be accompanied by the application and testing of practices for reconciling work and private life. Above all, organizational effectiveness can

determine the average time of operational processes (executing procedures) which were completed due to a substantive judgment and were implemented at the request of external and internal stakeholders (across the organization). A correlational study of the system that responds to situations beyond the private lives of employees on measures of economic organization, i.e. the average time of the operational processes, is a response to the need for setting standards for improving access to information on the social aspects of employers' activities, however, expressed in economic terms. To expand the research perspective and to identify the psychological resources of a research group, auxiliary indicators should be introduced – for example The Indicator of occupational burnout (e.g. Burnout Questionnaire Training Ch. Maslach).

Summary

Changes in the economy and society necessitated women's greater professional activity. Hence, the need to redesign the traditional division into existing social roles of men and women caused a departure from the old order, based on patriarchal patterns. Employers are beginning to recognize that the inclusion of the male and female employee's familial perspective, his and her household duties can translate into a benefit for the organization. In this context, there are created new models of human resource management that respond to new social and demographic challenges. What distinguishes the proposed solution, on the background mentioned earlier, is that only forms of support that secure the workplace against unexpected problems will be selected among all others which are desired by employees (e.g. those related to absenteeism). Furthermore, the investigated solution will assess the merits of their implementation primarily by providing information about the economic efficiency of such an official decision. It should also be noted that the introduction of WLB has a great educational value because its implementation is usually accompanied by building and promoting an organizational culture based on changing the way of thinking about employees. In effect, they will be perceived not as resources, but as the component of social capital – a unique source of a competitive advantage for every organization.

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INNOWACJE SPOŁECZNE ZHARMONIZOWANE Z SYSTEMEM ZARZĄDZANIA PERSONELEM FIRMY

Streszczenie: Problematyka work-life balance (WLB), dotyczy niemożności pogodzenia wymagań związanych z funkcjonowaniem w pracy i w rodzinie (presja obu środowisk), która prowadzi do nierównowagi, będącej źródłem stresu osobistego i niskiej wydajności w obydwu środowiskach. Nie da się więc ukryć, że skutki tej nierównowagi mogą być bardzo uciążliwe pod względem finansowym i stricte organizacyjnym dla przedsiębiorstwa, jak i dla samych pracowników. Celem niniejszej pracy jest przedstawienie propozycji rozwiązania systemowego na rzecz godzenia życia zawodowego i prywatnego przez pracowników.

Słowa kluczowe: innowacje społeczne, godzenie życia zawodowego i rodzinnego.

社会创新协调了与公司的人事管理系统

摘要：工作生活平衡(WLB)的问题提到无能和解责任在与家庭义务一起使用，当两个环境在人施加显然压力。这导致是个人重音和低生产力的来源的不平衡状态。因此，一不可能掩藏事实这种不平衡状态的作用可以是非常负担沉重的用财政和确实地组织术语和为工作者。本文的目标将提出在组织的一种系统解答，以便雇员能有利地和解工作和私人生活。

关键字：社会创新，工作生活平衡