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Family-Friendly Workplaces, Family-Friendly
Organizations

Doctoral Thesis

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Contents

1. TOPIC EXPLANATION AND THESIS STRUCTURE	4
2. THE AIM AND MODEL OF THE RESEARCH	5
3. EXPRESSING PRIMARY RESEARCH HIPOTHESIS, THE SYSTEM AND METHODOLOGY OF THE RESEARCH	11
4. EVALUATING HIPOTHESES AND FURTHER WAYS OF RESEARCH	14
5. BIBLIOGRAPHY	20
6. RELEVANT PUBLICATIONS FROM THE AUTHOR	21
7. RELEVANT LECTURES FROM THE AUTHOR	23

1. TOPIC EXPLANATION AND THESIS STRUCTURE

'I work as a shop assistant. I hardly see my children, especially when I work in an afternoon shift. They eat, study and spend almost the whole day alone. They often say that dad and mom do nothing besides working. My older daughter suffers especially much from this situation. She is silent and very sad. She cannot find her place at her grandparents' place, where we leave her while we are working. Our children grow up alone, and this hurts us as well.'

¹

These sentences come from an interview with a mother who complains about not being able to reconcile her family commitments with her job. Unfortunately, hers is not a unique case. The problem of harmonizing work and family causes serious problems in the life of an increasingly greater number of people.

My generation is especially involved in this problem as the end of an individual's studies means that the new major challenge will be finding a job and founding a family – usually separately, but, sometimes, at the same time. As a mother with a young child, I have to face this problem myself, and I am forced to find the balance between my work and my family on a daily basis.

While people want to, or sometimes have to, work, they also attempt to find enough time for their beloved ones, as well as make room for self-improvement. How can an individual satisfy these two needs and minimize stress and conflict at the same time?

This question is also a timely one because today's employees put more and more emphasis on the time spent outside their job, and they find social relationship – especially within the family – more and more important.

At the same time, the primary importance of human resource is no longer a question for organizations. This is one of the prime resources which enable the organization to maintain dynamic development and competitiveness.

The future issue of any given organization is no longer that of getting the right qualified workforce, but that of keeping and improving on it. Besides acknowledgement, useful work, material compensation and fringe benefits, it is also worth taking into consideration the more sophisticated demands of the employees.

For this reason, the traditional motivational tools like salary will no longer prove sufficient in achieving greater efficiency: new, innovative motivational tools have to be found (Bakacsi, 1996).

¹ Source: *Three European Studies Equality between Woman and Men*. European Commission, Brussel 2000. 30. p. In: Juhász Tímea (2001): *Családbarát munkahelyek az Európai Unióban és Magyarországon*. Thesis, page 3

The management will therefore face the question of satisfying the needs of employees in order to maintain their loyalty and commitment towards the organization. The right answer can be to help and support the reconciliation of work and family.

This is a question which no firm can ignore any longer, and the implementation of family-friendly policy and tools is indeed becoming a widely accepted norm. As researches concerning Hungarian practices are still in their infancy, and I feel I am deeply involved in this issue myself, I felt properly motivated to choose the Hungarian family-friendly concept as the topic of my dissertation.

My thesis examines primarily the family-friendly employment of Hungarian organizations by establishing a model. I have named this a 'multi-level family-friendly concept model', and it enables us to examine the reconciliation of work and family on three levels (individual, organizational and macro-economic). My dissertation is essentially structured around this model.

The first part of my thesis uses primarily the international literature to give a comprehensive summary of questions concerning the quality of life, one of its most important aspects, work-life balance, and, finally, the theory, content and inventory of family-friendly policy.

The second chapter discusses the aim of my research and the detailed presentation of my model, giving a summary of the individual factors as well as the connection between them. Further chapters will attempt to give a full description of all the variables within the model, using relevant local and international literature and research products.

The next part is a hypothesis system based on my model, presented according to the three levels. A presentation of the preliminary studies leading to the research topic as well as a detailed methodology will precede the evidences supporting my hypothesis.

The last chapter of the thesis is a conclusion summarizing the results and the possible lines future research may follow.

2. THE AIM AND MODEL OF THE RESEARCH

While writing this dissertation, I set the following complex goals:

- to create a system of models and hypotheses which so far has not appeared – or appeared from a different approach – in the researches and literature concerning the family-friendly concepts,
- to help develop research of the Hungarian practice, to take part in the more detailed examination of the concept, to find its positive, as well as its negative, aspects,

- finally, to part with the general notion of handling this issue primarily as a gender concept or a question of positive discrimination; at least, I should avoid examining the topic solely from this point of view.

The fact is that the Hungarian researches aimed specifically at the family-friendly concept are still in their initial phase, the reason for which is that the concept itself is a fairly new one in this country. At the same time, although there are several foreign researches in this field, they do not look at the unified system of the whole problem; instead, they take a certain aspect of the problem and form their hypotheses accordingly. Although the models created this way do examine the relevance and cause-and-effect relationship of the individual aspects, they do so focusing on a specific question or problem within the framework of a given topic.

For the above reasons, I was motivated to create a model which uses a system as complex as possible under the circumstances. Also, my aim was to help picture the national practices and to take part in creating a deeper understanding of the concept.

My model encompasses the theoretical and practical concepts and procedures of psychology, economy (within that, management theory) and sociological sciences.

The creation of my model and my hypotheses was influenced by the following questions:

- Which (organizational and environmental) aspects influence the family-friendly commitment of a firm? Do these aspects strengthen or weaken each other?
- Which are the most widely used national family-friendly tools?
- Is there any stereotypical discrimination at our local organizations against employees with family, especially in the process of hiring and doing their daily job? If yes, how deep is this discrimination and how much does this weaken the chances of employees in the local labour market?
- What kind of organizational culture may help or hinder the successful implementation of the concept?
- Are organizations in different macro-economic environments different in their family-friendly views?
- Are local family-friendly practices characterized by convergence or divergence?
- How much do the management's interests and involvement contradict and how much does this strengthen the positive decisions aiming at the initiation and realization of the family-friendly concept at a given organization?

While raising the above questions, I received great help from the already present literature as well as the numerous empirical observations of the reconciliation of work and family. In the following paragraphs, I will give a short presentation of my model.

When creating the model, I put greater emphasis on the connections and the complexity found within it. As the question of reconciling work and family is a complex and complicated one, I believed this was the correct way of analysing this issue. In the following, I will present the structure of my model and the essential content of a given factor as well as the relationship between these factors.

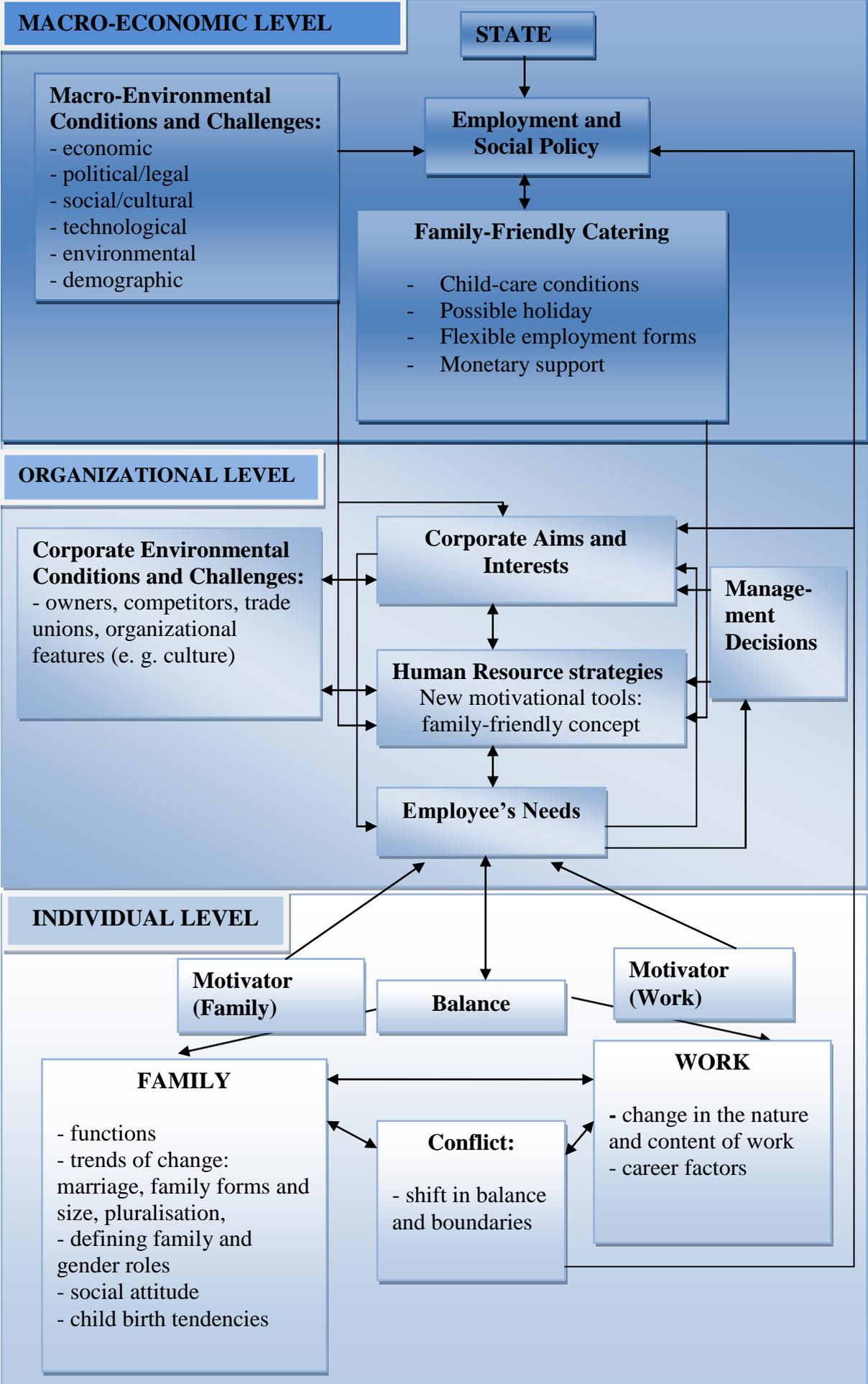
The underlying notion of the model is that although the balance of work and family appears on the level of the individuals, the problem itself may grow onto the organizational and macro-economic levels as well.

However, these levels do not exist independently from each other, and they do not try to handle this issue in their own field only: rather, they are connected through several individual factors. I have decided to examine the cause-and-effect relationship of the individual factors on all three levels, and I will also look at the ways the different variables can appear on more than one level, resulting in similar, as well as different, effects.

I paid special attention to describing these three levels and their features separately, using different colours for the different levels; at the same time, I represented the modes of action and the connection between the levels with the help of arrows.

The following illustration is the result of this way of thinking: I called it the ‘multi-level family-friendly concept model.’

Picture 1: Multi-Level Family-Friendly Concept Model



In the picture, we can observe the levels, the variables and the arrows which symbolize their relationship:

On the level of today's individual, some of the motivational factors are undergoing changes and some of them gain greater importance. As some of the basics factors in human life are social relationship, love, the feeling of belonging somewhere and commitment, all of which are realized primarily within the family framework, it is no wonder that family, as always, plays a cardinal role in our life.

At the same time, however, all human beings are motivated the need to do, create and achieve something, the joy of self-fulfilment, which is realized and implemented within their work. For this reason, work is just as much of a motivational factor in our daily life as our family. In order to achieve mental and physical well-being, both factors must be present and they have to be properly balanced.

If either of these factors breaks this balance, or either of them steps over the optimal boundaries separating the two, a conflict will occur, which the people involved can either solve on their own, or they need help from an outside source to restore balance. The lack of proper conflict management may result in symptoms which can have negative effects on the family life, as well as the work, of an individual.

It is no wonder, then, that organizations must play an active role in maintaining the balance between work and private life, since these conflicts can affect corporate requirements and objectives directly. At the same time, the primary role of strategic human resource management is to fulfil the conditions and challenges of the firm and its macro-economic environment in a way which harmonizes the basic goals of the firm and of the individuals working there, creating a cooperative, complementary system.

This means the human resource management strategy of the employers must take into consideration the new demands of the employees (like the need to balance work and family), and it should involve these needs in its human resource system. However, it is the management that makes the final necessary decisions and harmonizes the aims and needs of the employees with the interests of the company.

Therefore, human resource management plays a certain kind of a conciliatory role between the members of the system (be them employees or employers), representing their interests, negotiating, transferring information, and, if it is needed, acting as a lobby group. It implements and maintains family-friendly tools, but only in accordance with the firm's interests, in coordination with the long-term goals of the company and the challenges of the business environment.

The management's role in coordinating work and family is very complex: they are the initiators and the decision-makers, but they are also involved in this problem, which means they are also actively present in the model itself.

The question is, however, the way this dual role forms the family-friendly aims and goals. Although family-friendly concept is part of the company's human resource strategy, its full realization can only be achieved by a corporate culture where this concept works together with the other cultural aspects.

As I have already mentioned, the organization's human resource strategy does not only have to work in concert with other organizational factors and goals, but it is also influenced by several macro-economic factors like the local demographic, legal, political, economic and technological environment. The constant presence of these environmental effects and the conflict ensuing on the need to harmonize work and family life force the state to make certain steps regarding this issue.

As these factors affect a given country's employment, social or even health policy, they also influence its competitiveness in an indirect way. For this reason, family-friendly policy may appear in a country's employment and social policy as well, and these initiatives and applications can give a certain guidance, or framework, to the organizational family-friendly view as well. Although this does provide organizations with a unified spirit, the organizations themselves may include their own unique features in the general family-friendly practices.

The theoretical part of my dissertation, the variables of the model appear according to the different levels, while in the later parts, I will present the statistical methods and connections as well as the hypotheses based upon them.

I have considered the role and effect that work and family have on a person's life, and what happens if the balance between the two is ruined. I examined the relationship between family-friendly concept and human resource management in detail, and I also investigated the organizational features (corporate culture, the role of managers etc.) the presence of which is necessary to successfully implement the family-friendly concept.

I pointed out that the new concept enables employees to have their higher-level demands satisfied. This way, it is not possible to interpret the new motivational trends without taking into consideration the family requirements of any given individual; in short, the implementation of a family-friendly concept at the workplace is a necessity.

I examined the macro-economic conditions which require the swift harmonization of work and family; among other things, I analysed the employment and social-political factors involved. I gave a detailed explanation of the family-friendly employment policy of the

European Union, including all the decisions and directives aimed at giving the family-friendly policies of the member states a unified European character; at the same time, I also included the practices which are only present in certain countries. I saw that Hungary has already made positive steps in this issue, including the appropriate legal background for a family-friendly policy; in reality, however, the right infrastructural, material and conceptual conditions are still often missing. Finally, I also included the family-friendly policy of Slovakia besides the Hungarian practice. I did this because one of my hypotheses was dealing with the family-friendly employment policies of the two countries, which made it necessary for me to see the two states' attitude towards the reconciliation of work and family life.

3. EXPRESSING PRIMARY RESEARCH HYPOTHESIS, THE SYSTEM AND METHODOLOGY OF THE RESEARCH

In my hypothesis, I used the samples collected in Hungary to focus on the examination and description of the local practices, with a special emphasis on the unique Hungarian features. I tried to set hypotheses in the context of all the vertically connected model levels; however, the biggest part of the research, as well as the hypothesis groups, concentrated on the organizational practices. Based on the model levels, I summarized my hypotheses in the following chart:

Chart 1: System of hypotheses

INDIVIDUAL LEVEL
Stereotype
Hypothesis 1: In local organizations, there is negative discrimination against employees with family commitment, which affects their active participation on the labour market.
ORGANIZATIONAL LEVEL
Organizational Features (Knowledge and Size)
Hypothesis 2.a: Local firms with specialized knowledge are more inclined to help solve the question of work and family in order to keep their precious workforce.
Hypothesis 2.b: Bigger firms are more likely to help their employees reconcile their work and family life than medium and smaller firms.
Organizational Culture

Hypothesis 3: A family-friendly initiative is more likely to find support in a human-oriented corporate culture (with the typical characteristics of the Quinn-type corporate culture).
Hypothesis 4: Organizations of different size also differ in the level of employer autonomy granted during the labour organizational phase; this autonomy may help to reconcile work and family life.
Management Features
Hypothesis 5.a: In local organizations, the management typically considers the problem of reconciling work and family to be an important one as they are also the ones most involved in this question.
Hypothesis 5.b: The commitment towards family-friendly employment policy in a given organization is greatly influenced by the management's involvement in this problem.
Hypothesis 5.c: The organizations are more likely to support the management with family-friendly tools than their employees.
Family-Friendly Tools and Practice
Hypothesis 6: Divergence is more characteristic of the family-friendly practices and tools of different-sized organizations.
MACRO-ECONOMIC LEVEL
Environmental Features and Family-Friendly Practice
Hypothesis 7: The organizations in different countries, like the Hungarian and Slovakian organizations, also differ in their family-friendly practice and tools.

Source: own chart

I used my hypotheses to give a picture of the local practice; however, in one instance – as it is also shown in the system – I mentioned the foreign practise as well.

The hypotheses point out certain connections within the model, and my empirical research either proves or refutes the validity and relevance of these connections.

My research into the local family-friendly employment concept was preceded in the last few years (2007-2008) by several other qualitative and quantitative researches. Given their thematic nature, these researches were the following:

1. The family-friendly employment views of enterprises as shown in the Family-Friendly Workplace Tender of 2007.

2. The chances of re-integration on the labour market for young mothers, especially after the expiration of maternity leave (2008).

These two preliminary researches confirmed my opinion that we need to conduct a research which, besides focusing on the local family-friendly employment practices, can also draw certain conclusions. The research should also be able to present the cause-and-effect relationship of the family-friendly concepts.

Before making any qualitative or quantitative research for my dissertation, I found it important to learn about, process and organize the relevant special literature and statistical figures, all the while concentrating on the model itself as well as its research hypotheses.

During the qualitative research, I was curious about the interviewed people's opinion about, as well as their attitude towards, the family-friendly concept. From the various research procedures, I used the so-called direct approach, and, to be more precise, the method of deep interview. During the deep interviews I conducted between 2008 and 2009, I asked employees from different organizations about the following topics:

- the notion of the family-friendly concept itself,
- the problem of reconciling work and family life,
- the possible aid their companies can offer,
- the timely nature of the reconciling work and family life,
- whether it is necessary to deal with this question etc.

Later, I interviewed company managers about the same questions. Finally, I asked two HR-experts to share their opinion of these questions. It appeared in all interviews (7 in total) that everybody found these questions important. The number of interviews was quite small, and I had no opportunity of finding new samples, but even so, I concluded that this research was indeed timely. A research based on the different levels could provide an opportunity of exploring the deeper connections, and so, I had to pay attention to this feature when compiling the questionnaire.

In the quantitative phase, I could analyse the figures using statistical methods. From the primary measuring scales, I used the non-metrical, the nominal and the ordinary ones as well as the interval scales from the metrical group. The questionnaires were mostly based on the 5-level Likert-(non-comparative) scale, used in my research as an interval scale.

My sampling technique used primarily the non-arbitrary snowball method. In the end, I managed to collect 866 usable samples, 195 of which were Slovakian, while the other 671 were Hungarian. For the sake of representation, I tried to collect the Hungarian samples from

as many regions as possible. However, for physical and monetary reasons, there were regions which only appeared in my research with a nominal number of samples. Most of the samples (47.9%) came from Central Hungary, while 31.5% came from West-Transdanubia and 15.9% from Central-Transdanubia. My future goal is to find as many organizations as possible with my questionnaire in order to cover the whole country eventually. As a matter of fact, I received a promise from several organizations that they would participate in this research; however, I have not received my questionnaires back from them even after several calls. As for their business activities, the firms in the commercial and repair sectors and the so-called ‘other activities’ sector were the most represented (20.5% and 21.4% respectively). The smallest number of samples was provided by the mining, real estates, economic services and construction sectors. I believe that the surprisingly great number of ‘other’ pursuits distorted the validity of the diversion; the reason for this phenomenon might be that not every person questioned was able to categorize their organization’s activities, even though there were well-defined pursuit categories available. Since those interviewed in many cases did not name, or gave very vague names to, their pursuits within the ‘other’ categories, I was unable to make further divisions at this point. This meant that I did not do researches with the samples from the ‘other’ category, as the reliability of such a research would be rather questionable. During the research, I used primarily the tool of averages, dispersion, peak, skewness and total amount, all from the uni-variable methods. From the bi- and multi-variable methods, I used the cross-table analysis, ANOVA-analysis, factor-analysis, cluster-analysis and binominal logistical regression.

4. EVALUATING HIPOTHESES AND FURTHER WAYS OF RESEARCH

In the empirical part of my research, I set up 10 hypotheses, which I linked to the different model levels; however, I primarily used hypotheses in connection with the organizational level. I conducted questionnaire researches at local, and, in one instance, a Slovakian, organizations. The following chart summarises the hypotheses as well as the resulting decisions I made in connection with them:

Chart 2. Hypotheses and the Decisions Involved

INDIVIDUAL LEVEL	DECISION
Stereotype	

Hypothesis 1: In local organizations, there is negative discrimination against employees with family commitment, which affects their active participation on the labour market.	Rejected
ORGANIZATIONAL LEVEL	
Organizational Features (Knowledge and Size)	
Hypothesis 2.a: Local firms with specialized knowledge are more inclined to help solve the question of work and family in order to keep their precious workforce.	Accepted
Hypothesis 2.b: Bigger firms are more likely to help their employees reconcile their work and family life than medium and smaller firms.	Rejected
Organizational Culture	
Hypothesis 3: A family-friendly initiative is more likely to find support in a human-oriented corporate culture (with the typical characteristics of the Quinn-type corporate culture).	Accepted
Hypothesis 4: Organizations of different size also differ in the level of employer autonomy granted during the labour organizational phase; this autonomy may help to reconcile work and family life.	Accepted
Management Features	
Hypothesis 5.a: In local organizations, the management typically considers the problem of reconciling work and family to be an important one as they are also the ones most involved in this question.	Partially Accepted
Hypothesis 5.b: The commitment towards family-friendly employment policy in a given organization is greatly influenced by the management's involvement in this problem.	Accepted
Hypothesis 5.c: The organizations are more likely to support the management with family-friendly tools than their employees.	Accepted
Family-Friendly Tools and Practice	
Hypothesis 6: Divergence is more characteristic of the family-friendly practices and tools of different-sized organizations.	Partially Accepted
MACRO-ECONOMIC LEVEL	
Environmental Features and Family-Friendly Practice	
Hypothesis 7: The organizations in different countries, like the Hungarian	Partially

and Slovakian organizations, also differ in their family-friendly practice and tools.	Accepted
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Source: own chart

In the following paragraphs, I am going to analyse the individual hypotheses based on model levels.

During the research, I examined a hypothesis about individuals which dealt with stereotypes towards employees with a family. This hypothesis of mine was preceded by an earlier research, in which women about to return to work from maternity leave talked about considering their motherhood and family commitments as a negative issue on the labour market. In my present research, the questioned people did not consider their attributes connected to their family commitment to be important at a job interview. Those who filled in the questionnaire were firmly dismissive towards negative stereotypes against employees with families, and – which is a welcoming fact – the opinions of employees and employers did not differ significantly in this issue.

In forming my hypotheses, I first checked the participation of the knowledge-intensive organizations. I did this because in today's world, organizational knowledge and its preservation and improvement cannot be a question for any company. It is no wonder, then, that more than 50% of the organizations which appeared in my questionnaire required some sort of special knowledge from their employees. The analysis also showed that the more special knowledge an organization requires from the employee, the more difficult it becomes to replace said employee. The examination of my hypothesis also showed that those Hungarian firms where special knowledge is important are also more likely to help employees reconcile their work and family life.

I also examined cooperation between differently-sized organizations concerning the reconciliation of work and family. Against all my expectations, it turned out that the bigger companies were less likely to help their employees reconcile their work and family than the medium- and small-sized firms; also, it could not be stated that organizations of different sizes greatly differ in their family-friendly practices and tools. The samples showed that size alone did not explain the willingness of an organization to contribute resources to this issue; most of the organizations were reluctant to contribute to the realization of a family-friendly concept anyway.

I formed a separate hypothesis exclusively about finding the ideal corporate culture in which a family-friendly practice can be realized at an optimal level. I tried to relate to the Quinn-style

supportive corporate culture, and, using factor- and cluster-analysis, I could prove that at those firms putting great emphasis on flexible thinking and human resource orientation, greater attention is also paid to the reconciliation of work and family.

I examined whether the degree of autonomy provided during labour organization – which also helps to reconcile work and family – can be considered equal at the different Hungarian firms. The researches showed that organizations of different size differ significantly in this respect. Three hypotheses of mine were dealing with the role and the involvement of the management. I could use the samples that the local Hungarian managers found the question of reconciling work and family to be an important one, although they are not necessarily the most involved people in this question.

It was a great surprise to me that employees, despite being the most involved people in this question, feel the least that the organizations should deal with the question of reconciling work and family life. One of the lines for future researches can be to find out the reason for the negative opinion of the employees.

I could also prove that if the top managers who are the decision-makers in the problem of work and family reconciliation are also involved in this problem, the organization will be more likely to help to resolve the issue of harmonization.

As for the family-friendly tools and benefits earmarked for the company members, it can be said that the organizations often differentiate between employees and employers.

Finally, my last hypothesis compared the practices of the Hungarian and the Slovakian organizations. I already showed in the theoretical part that the Slovakian state – like its Hungarian counterpart – provides opportunities and legal background for the harmonization of work and family; this is all done in cooperation with the instructions of the European Union. I did not prove any definite divergence regarding the family-friendly policy of the local and Slovakian firms appearing in my research (neither between the general practices nor between the tools used).

Based on the above findings of my research, I could set the following points:

Chart 3. Propositions

INDIVIDUAL LEVEL
Stereotype
Proposition 1: I found that there was no visible negative prejudice against employees with family commitments at the examined firms, and the employees’ attributes regarding family

commitment were not considered to be important during hiring.
ORGANIZATIONAL LEVEL
Organizational Features (Knowledge and Size)
Proposition 2.a: The research showed that local firms with specialized knowledge are more inclined to help solve the question of work and family in order to keep their precious workforce.
Proposition 2.b: It has been proven that the medium- and small-sized firms in my samples are more likely to help their employees reconcile their work and family life than bigger firms.
Organizational Culture
Proposition 3: I found that a family-friendly initiative is more likely to find support in a human-oriented corporate culture (with the typical characteristics of the Quinn-type supportive corporate culture).
Proposition 4: According to the research, organizations of different size also differ in the level of employer autonomy granted during the labour organizational phase; this autonomy may help to reconcile work and family life.
Management Features
Proposition 5.a: It has been proven that in local organizations, the management typically considers the problem of reconciling work and family to be an important although they are not the ones most involved in this question.
Proposition 5.b: I found that the commitment towards a family-friendly employment policy at local Hungarian organizations is greatly influenced by the management's involvement in this problem.
Proposition 5.c: It has been proven that the organizations are more likely to support the management with family-friendly tools rather than their employees.
Family-Friendly Tools and Practice
Proposition 6: I found that there is no definite divergence concerning the family-friendly practices and tools of different-sized organizations.
MACRO-ECONOMIC LEVEL
Environmental Features and Family-Friendly Practice
Proposition 7: The research showed that the organizations in different countries, like the Hungarian and Slovakian organizations, are not completely divergent concerning their family-friendly practice and tools.

Source: own chart

I believe that my research was only the first step towards understanding and revealing the local family-friendly practices on a deeper level. My aim was not – could not be – to examine this issue from all points of view: I merely tried to set some basic ideas which I can work with in the future.

I believe that the inter-disciplinary nature of this topic offers opportunities not only to management experts, but also to the researchers of several fields (including regional studies, sociology and psychology).

I believe that, in order to make further researches, it is necessary to increase the number of samples as well as to include the Hungarian regions which, due to certain limitations, only appeared marginally in this research. It would also be useful to increase the scope of international comparison and include primarily the socially sensitive Scandinavian and Western European countries as well; later, the experience gained could be built into the Hungarian practice. I believe that the examination of regional differences and characteristics is both important and overdue in Hungary.

Although I have already mentioned the possible positive yields of this concept, like a reduction in the fluctuation of the workforce etc., I saw that those interviewed were reluctant to answer these questions; therefore, I was not able to take those questions into consideration concerning my hypotheses. However, it could be an important motivational tool for the family-friendly concept if the managers at a company realize that they can gain a lot with this new way of thinking. A similar research has already been made in Hungary by MSZOSZ (National Organization of Hungarian Trade Unions) in 2008, when the so-called Bilancia project conducted cost and profit analyses at six firms in order to lobby for the more effective reconciliation of work and family life. In the future, further deep interviews will be necessary to help realize a wide-spread Hungarian cost and profit research. I think that my present research only shows a temporary situation which has already changed a lot owing to the effect of the world economic crisis. In this new economic situation, it is even more necessary to make a new research into the commitment and willingness of firms to help reconcile work and family life.

Finally, as a last thought to management research, I think that as the reconciliation of work and family life can strengthen the partnership formed between employee and employer at a firm, this topic will also yield further opportunities for management researchers.

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7. RELEVANT LECTURES FROM THE AUTHOR

Hungarian Conferences:

Tímea Juhász: *Családbarát koncepció szervezeti bevezetése* (section lecture). *Vállalati növekedés - Változó menedzsment/marketing konferencia*. Győr, 22nd November, 2007.

Tímea Juhász: *A vállalkozások családbarát foglalkoztatási szemlélete a 2007-es Családbarát munkahely elnevezésű pályázat tükrében* (Innovation Management section lecture). *XI. Nemzetközi Tudományos Napok*. Gyöngyös, 27th-28th March, 2008.

Tímea Juhász: *Nők visszailleszkedése a munkaerőpiacra a gyermekvállalás után* (Knowledge and the Challenges of the Corporate Sector, section lecture). *III. KHEOPS Tudományos Konferencia*. Mór, 14th May, 2008.

Tímea Juhász: *A munka és családi élet összeegyeztetésének elősegítése az Európai Unióban* (The Value-Making Man section lecture). *Társadalom és Gazdaság – új trendek és kihívások nemzetközi konferencia*. Baja, 19th September, 2008.

Tímea Juhász: *A családbarát foglalkoztatás Magyarországon* (section lecture). *Versenyképesség - változó menedzsment/marketing konferencia*. Székesfehérvár, 3rd December, 2008.

Tímea Juhász: *A vezetők szerepe és hozzáállása a családbarát foglalkoztatási koncepcióhoz a hazai vállalatoknál empirikus vizsgálat alapján* (section lecture). *Erdei Ferenc V. tudományos konferencia*. Kecskemét, 3rd-4th September, 2009.

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Tímea Juhász: *A családbarát foglalkoztatás néhány jellemzője a hazai szervezetekben* (section lecture). *V. Európai Kihívások Nemzetközi Tudományos Konferencia*. Szeged, 16th October, 2009.

English Conferences:

Tímea Juhász: *How Can Women Return to the Labour Market After Childbearing and Maternity Leave?* (section lecture). *New Trends and Tendencies in Human Resource Management-East Meets West* international conference. Pécs, 13th-14th June, 2008.

Tímea Juhász: *Chances and Prospects of Women Returning to the Labour Market After Childbearing and Maternity Leave* (section lecture). *5th International Conference for Young Researchers of Economics* international conference. Gödöllő, 13th-15th October, 2008.

Tímea Juhász: *Empirical Research Concerning Family Friendly Practice in Some Hungarian Organizations* (section lecture). *Medzinarodna Vedecka Konferencia „Ekonomika, Finance A Manazment Podniku-Rok 2009*. Bratislava, 17th-18th September, 2009.

Tímea Juhász: *Situation of Employes with Family Commitments in the Hungarian Organisations According to an Empirical Survey* (section lecture). *Gazdaság és Társadalom* conference. Sopron, 3rd November, 2009.