
This study examines global employee perceptions regarding the extent their work organization is family-supportive (FSOP). Data gathered from 522 participants employed in a variety of occupations and organizations indicated that FSOP responses related significantly to the number of family-friendly benefits offered by the organization, benefit usage, and perceived family support from supervisors. FSOP responses also explained a significant amount of unique variance associated with work–family conflict, job satisfaction, organizational commitment, and turnover intentions above and beyond the variance explained by the number of family-friendly benefits available by the organization and supervisor support. Results indicated that FSOP mediates the relationship between family-friendly benefits available and the dependent variables of work–family conflict, affective commitment, and job satisfaction. FSOP also mediated the relationship between supervisor support and work–family conflict. The results underscore the important role that perceptions of the overall work environment play in determining employee reactions to family-friendly benefit policies.


This article describes a unique, employer-based infant care program that allows parents to care for their babies in the workplace and reports on the response of the coworker employees to this arrangement. Of 35 permanent employees in a university-based research organization, 86 percent completed a self-report questionnaire. Results indicated that parenting babies in the workplace, in this setting, has little, if any, perceived negative effect on the work life of other employees. Additionally, these employees expressed overall positive attitudes about the program. Results did not vary by gender, education, marital status, income, job position or responsibilities, dependent care responsibilities, amount of contact with babies, or retention intention. Minority employees reported more positive effects. Implications of the findings for employers, workplace factors to consider for a viable infant care program, directions for future investigations, and new assumptions about work and family life are discussed.

This meta-analysis examines relationships between work-family support policies and employee outcomes by developing a conceptual model detailing the psychological mechanisms through which policy availability and use relate to work attitudes. Bivariate results indicated that availability and use of work-family support policies had modest positive relationships with job satisfaction, affective commitment, and intentions to stay. Further, tests of differences in effect sizes showed that policy availability was more strongly related to job satisfaction, affective commitment, and intentions to stay than was policy use. Results indicated that policy availability and use had modest effects on work attitudes, which were partially mediated by family-supportive organization perceptions and work-to-family conflict, respectively.


This article uses the contingent valuation method to calculate the value of employer-sponsored child care to employees. The article hypothesizes there may be a non-use or existence value of working for a company that offers employer-sponsored child care, as well as a use value to parents who have children in the center. The authors test this hypothesis using data from three firms, two of which have on-site child care. Their findings indicate that price is a determinant of willingness to pay for the continued existence or establishment of an on-site center. There is evidence of the existence value, even for employees without young children, and a greater valuation among recent hires than among longer-term employees.


This article examines the supports that employers provide to help parents with young children juggle demands on their time and attention. Employers provide family-friendly programs to increase recruitment and retention, reduce absenteeism, and increase job satisfaction. Friedman argues that low-income workers are the least likely to receive work-family supports. The author concludes that work-family supports such as on-site child care, paid leave and flextime are crucial, but that the most valuable aid for employees would be a family-friendly workplace culture, with support from the top.


The 1991 *General Social Survey* of 745 randomly selected workers in the United States assessed the impact of family-responsive human resource policies, such as parental leave, flexible schedules, and child care assistance on organizational attachment. Employees
who had access to family-responsive policies showed significantly greater organizational commitment and expressed significantly lower intention to quit their jobs. Additionally, child care information referral had a greater impact on affective commitment among employees eligible for that benefit. The data supported the theory that offering assistance to employees in need positively influences attachment to the organization. The practical implication of the study for human resource management professionals is that providing comprehensive family-friendly policies may have a positive impact beyond the individual employees who tap these benefits.


This article presents the argument that the meaning of child care and the policies that address it are explicitly linked with national ideologies, work force participation, economic success, and child outcomes. We examine the interrelatedness of child care policy and national ideologies of family in selected industrialized countries. Specifically, this paper first defines child care policy and discusses the national ideological frameworks that provide the impetus for child care policy formation and implementation. Second, the paper explores current child care policies and their connection to the historical and political context of several countries within. Lastly, recommendations are offered for the future of child care policy development.


This paper examines current issues and availability of employer-sponsored child care in Australia and compares two international perspectives on the issue of child care and responsibility with the present Australian perspective. The historical emergence of employer-sponsored child care in Australia is traced over the past two decades and is supported by three examples of companies having successfully used such arrangements. Implications for early childhood professionals and the changing roles practitioners face in terms of ensuring quality and equity in services for young children and their families are discussed. The authors propose employer-sponsored child care as a viable option for Australian families, and argue for the establishment of a central body responsible for supporting and monitoring quality.


This eighth annual status report analyzes work-site child care trends. Trends indicate demand for employer child care continues to increase, is spreading to a broader array of companies, and companies are exploring more options. The report also details recent legislation--the Child Care Infrastructure Act--and corporate child care gains.

In the 1990s, employer child care operated by management organizations was consistently increasing at a rate of over 10% per year. However, since 2001, the growth rate has remained in the 4-6% range. In this article, the author presents differing views on the current trends and future prospects on employer child care. Employers are investing in near-site centers at a larger pace than in on-site programs, because of the perceived liability of operating programs by themselves and additional flexibility they can receive for their employees. Employers are also continuing to look at tuition subsidy programs over on-site centers, because all of their associates with young children can benefit from tuition subsidy programs.


This seventh annual status report on worksite child care includes information on the fastest growing corporate child care companies, national chains, and independent centers. Data on what the future holds for the corporate climate and national political scene is included.


The ten largest employer child care management organizations, as a group, reported a zero growth rate in 2004. This year of no growth follows two years in which the sector grew by only 4% per year. This contrasts dramatically with the fast expansion period for employer child care, 1996 through 2000, when the sector grew at an annual rate of 10%. This paper reports insights from CEOs from these companies. Despite the disappointing overall results for 2004, CEOs of the top companies were surprisingly upbeat about 2005 and beyond.


Today, employer child care is accepted as standard benefit for employees and nearly all Fortune 500 companies have gotten involved. The current recession threatened to halt the growth of employer child care as companies consolidated, cut back, and folded. However, in reviewing the status of employer child care for this trend report, it appears that the sky is not falling. This article presents insights from CEOs of the two largest employer child care providers in North America, David Lissy of Bright Horizons Family Solutions and Ty Durekas of Children's Creative Learning Centers (CCLC).

This article outlines benefits of corporate-sponsored child care for parents and employers. Benefits for employers include a decrease in absenteeism and tardiness, improved work performance, and higher retention levels. For parents, benefits include reduction in stress levels. The article also includes guidelines for assessing the quality of corporate-sponsored child care, including questions concerning physical space and adult-to-child ratios. Oekerman poses questions about the impact of corporate-sponsored care on parent-child relationships, including whether visits by parents during the day breed insecurity in children, but does not provide answers.


The purpose of the research in this article was to determine what family-oriented benefits and policies are being offered by businesses in one state, and the conditions under which those benefits are offered. Generally, companies offered few benefits, but the number of benefits offered was found to be related significantly to company size and the percentage of women in the workforce.


The authors of this article developed a measure of work–family culture and examined its relationship to work–family benefit utilization, organizational attachment, and work–family conflict. Using survey data from 276 managers and professionals, they identified three dimensions of work–family culture: managerial support for work–family balance, career consequences associated with utilizing work–family benefits, and organizational time expectations that may interfere with family responsibilities. As predicted, perceptions of a supportive work–family culture were related to employees' use of work–family benefits. Both work–family benefit availability and supportive work–family culture were positively related to affective commitment and negatively related to work–family conflict and intentions to leave the organization. In addition, the three culture dimensions were found to have unique relationships with these behaviors and attitudes.


This study examines the relationship between work-related coping resources and work-family role strain for a sample of 116 employed mothers with preschool age children in group daycare. The results indicate that perceptions of work environment support and supervisor flexibility, as well as the use of family-oriented benefits, are associated with lower levels of strain between paid work and family roles. Implications for work-family theory development, family life educators, and employers are addressed.