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# THE ROLE OF IT IN THE WLB APPROACH: AN EMPIRICAL CASE CORPORATE SOCIAL RESPONSIBILITY: WORK-LIFE BALANCE AND ICT

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# The role of IT in the WLB approach: an empirical case Corporate Social Responsibility: Work-life Balance and ICT

*Complete Research*

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## Abstract

*The research developed by the academic research group wants to focus on the internal dimension of CSR, and specifically on Human Resource Management. It is important emphasize that CSR means going beyond the requirements of law. Following this point of view, the relations between professional life and personal life influence particularly how the employees feel and live their company daily. This is the area of Work Life Balance; so, the objective of the research paper is to analyze - through the lens of CSR - the relationship between Work Life Balance and ICT; infact the WLB practices could contribute positively to performance, making the organization more attractive for internal business stakeholders (employee). The followed approach uses a case study methodology, in which the first part of the paper is dedicated to theoretical framework, regarding the main literature on CSR and its interconnections with the reconciliation of work and family life. Successively the analysis on Family Audit Process, like a best practice used by a Large Company of Italian far east and then considerations and reflections.*

*Keywords: Corporate Social Responsibility, Human Resource Management, Work Personal Life Balance, ICT.*

## 1 Introduction

The Corporate Social Responsibility (CSR) is defined at European level as "[...] *the integration on a voluntary basis of companies social and environmental concerns in their business operations and in their interaction with their stakeholders*" (Green Paper, 2001). In this paper, are highlighted two dimensions of CSR: one internal and the other called external. Regarding to the first dimension, socially responsible practices have major impact on employees, covering for example, investment in human capital, health, safety and change management, while environmentally responsible practices are related to the management of resources used in natural production phases. In this way, it is possible to manage change management and reconciling social development and competitiveness. Where, however, the CSR extends beyond the boundaries of the enterprise, it regards the integration and involvement of the local community, like the external dimension, involving in addition to employees and shareholders, a wide range of stakeholders such as business partners, suppliers, customers, public organizations, NGOs representing the local community and environment. In this context, the research developed by the academic research group wants to focus on the internal dimension of CSR, and specifically on Human Resource Management. In fact, workers are - among the internal stakeholders - those respect companies should pay particular attention, through socially responsible practices also, because they "...primarily affect the internal stakeholders..." (Miller and Berini, 2005). Therefore consider the social performance of companies, is to work respect those who - within the organization -

dedicated time and expertise to pursue the company's success, affecting the company's reputation and, therefore, the attractiveness of the company respect the most highly skilled workers. It is important emphasize that CSR means going beyond the requirements of law. Following this point of view, the relations between professional life and personal life influence particularly how the employees feel and live their company daily. This is the area of Work Life Balance; so, the objective of the research paper is to analyze - through the lens of CSR - the relationship between Work Life Balance and ICT; infact the WLB practices could contribute positively to performance, making the organization more attractive for internal business stakeholders (employee). The followed approach uses a case study methodology, in which the first part of the paper is dedicated to theoretical framework, regarding the main literature on CSR and its interconnections with the reconciliation of work and family life. Successively the analysis on *Family Audit Process*, like a best practice used by a Large Company of Italian far east and then considerations and reflections.

## 2 The theoretical framework

### 2.1 The European regulation of Work-Life Balance

The reconciliation between professional work and family responsibilities has become a central issue on the European Agenda since the early nineties (see Table 1. ).

Communication from the European Commission in 1989	Family Policies
Council Recommendation 92/241/EEC of 31 March 1992	Custody of Children
Directive 92/85/EEC of the Council, of 19 Octobre 1992	Introduction of measures to encourage improvements in the safety and health at work of pregnant workers have recently given birth or are breastfeeding.
Directive 96/34/EC now repealed and replaced by Directive 2010/18/EU of 8 March 2010 Council.	Implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC.
Council Directive 97/81/EC of 15 December 1997 concerning the Framework Agreement on part-time work concluded by UNICE, CEEP and the ETUC.	Establishes the equality of treatment between full-time workers and part-time, and that encourages the use of part-time work at all levels of responsibility of" Enterprise.
Council Directive 1999/70/EC of 28 June 1999 concerning the framework agreement ETUC, UNICE and CEEP on fixed-term work.	Aims to eliminate discrimination in respect of pay, leave, pension and social protection between permanent workers and temporary workers.
Resolution of the Council and of the Ministers of the occupation and politics social 2000/C218/02	Document very important for the definition of the objectives, as well as the actors and instruments of reconciliation policies.
Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, May 10, 2007	Promoting solidarity between the generations

Table 1. Summary of the principal European laws. Source : I. Quadrelli, 2012

In this decade a lot of legislative interventions were on this issue, which allowed us to place the reconciliation of family and work in the field of Equal Opportunities Policies. Later, with the passage of the new century, the reconciliation between family and work time assumed a central position in the

European Union like a mean of promoting employment and a measure to address the challenges arising from the change in the demographic picture of European countries (Quadrelli, 2012).

## 2.2 The internal perspective of CSR: HRM & WLB

As introduced above, socially responsible practices have a strong impacts on employees. A number of studies showed that human resources are considered key to the success of organizations (Pfeffer, 1994, Snell et al., 1996), becoming the first item to watch out when designing the practice of social responsibility, transforming practice for business success (Muñoz, 2004, Offermann and Gowing, 1990, Jackson and Schuler, 1990, Turban and Greening 1997), in competitive advantage (Pfeffer, 1994, Wright et al. 2003). The impact of activities associated with the management of people in firms (HRM) on organizational performance has become one of the major topics (or even the dominant topic) in HR research (Boxall and Purcell, 2008; Bowen and Ostroff, 2004; Guest, 1997; Paauwe, 2004, 2009; Wright and Gardner, 2003). Guest stated in 1997: *“Moving on to a possible broader framework linking HRM and outcomes, the starting point should be the recognition that the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organization”*. HRM can be defined as *“all activities associated with the management of people in firms”* (Boxall and Purcell, 2008). The relationship between human resource management (HRM) and performance occupied many researchers during the past decades. The research on the relationship between HRM and HRM outcomes such as employee attitudes has additionally gained importance (e.g. Gould-Williams, 2007; Kuvaas, 2008; Macky and Boxall, 2007). Self-determination theory (Deci and Ryan, 2000) argues that individuals have three basic needs (for autonomy, relatedness, and competence), which have to be satisfied to promote individual growth, well-being, and performance in different life domains including work (Deci and Ryan, 2000). Paying attention to the individual by taking into account his or her individual talents, interests and expectations within the implementation of HR practices is important above the mere presence of the practice. These activities are commonly referred to as HR practices (e.g. recruitment and selection, employee training and involvement) and are designed to create added value for the organization. Accordingly, a major goal within the HRM performance research stream has been to gather evidence for this added value. In their meta-analysis, Combs et al. (2006) managed to show that for each unit in HRM, an organization can increase its performance by 0.20 of a standardized unit, concluding that the HRM-performance relationship is both significant and managerially relevant. Several theoretical frameworks have been put forward to unravel the HRM-performance relationship. Examples are contingency theory, the resource-based view and human capital theory (Paauwe, 2009; Wright and Gardner, 2003). It emphasizes the ability of HRM to satisfy employees’ needs, which is hypothesized to generate favorable HRM outcomes (e.g. commitment) and subsequently improved organizational performance. So, Human Resource Management (HRM) plays a critical role in achieving the above aim, as it is one of the means of gaining employee support and commitment necessary for the implementation of CSR policies and practices. Socially responsible organizations are believed to be taking better care of their employees and continuously seeking to improve their working conditions and well-being. The latter are definitely a prerogative of HRM. It is through an organization’s employees that CSR manifests really in everyday activities. CSR and HRM are interrelated regarding their impact on organizational performance. In this regard, some studies suggest that the social performance of business and, consequently, social responsibility, affecting its reputation (Fombrun and Shanley, 1990, Gatewood et al., 1993, Freeman, 2006) and the possibility for companies to attract and retain skilled workers (McGuire, et al, 1988, Wright et al., 2003, Turban and Greening, 1997; Albinger and Freeman, 2000). CSR practices should be so to impact on, among other things, *“relevant measures could include life long learning, empowerment of employees, better information throughout the company, better balance between work, family, and leisure, greater work force diversity, equal pay and career prospects for women, profit sharing and share ownership schemes, and concern for employability as well as job security”* (Green Paper, 2001). In recent decades, CSR is increasingly become a subject of social

debate and companies are beginning to pay more attention to their social reputation, just through a greater focus on corporate responsibility. Operate in key responsible way, therefore, means to become aware of the considerable interconnections between the company and its "environment" and the attached figure (see Figure 1.), means precisely outline the dimensions in which explicit CSR, which occupies a special position within the internal and specifically the practices of HRM.

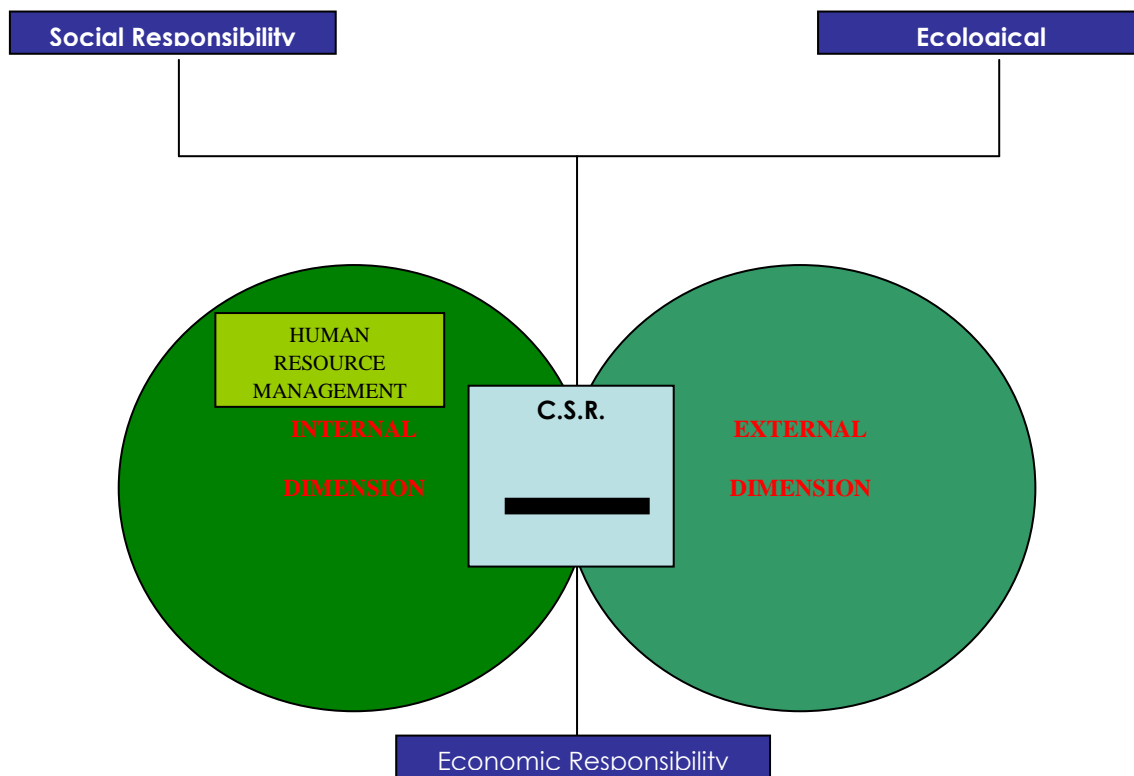


Figure 1. The two dimensions of CSR. Source: our adaption by Green Paper, 2001.

Within the internal dimension, a particular consideration is the balance relationship between family life and working life, in which families and businesses are confronted daily (Vloeberghs, 2002). Particularly, Ferris et al. (1999) proposed the examination of the intermediate linkages – mediating factors – in order to develop more comprehensive models of the HR practices-firm performance relationships. Among the most relevant HR practices, Work Life Balance (WLB) practices are highlighted (Fleetwood, 2007). Despite the relevance of this perspective and the new terminology used in the past 20 years, where have found greater echo of the public, the problem of an optimal balance between organizational needs and family is much older, largely it coincides with the appearance of the woman in the world of work. In fact, especially in the aftermath of World War II, at a time of profound growth and Economic recovery of countries affected by natural disasters over a long period of suffering, the participation of women in economic life has become increasingly more essential to develop and maintain the growth rates required by the period and the changes taking place in social contexts. With this increased phenomenon, and therefore there has been growing concern about the need to maintain balance between family life and professional life (Schwartz, 1992; Davidson and Burke, 1994), given the potential impact on one or the other in case of inadequacy or lack of attention. This particular attention to the woman approached, in the following decades, took the belief that every act of support for the women's world should be accompanied by an equal action in favor of the male role within the family, with particular reference to a greater sharing obligations for care (Burke and Nelson, 1998). Based on these considerations, the term "family friendly" is represented precisely the attempt by businesses to support the balance between work and personal life (Rodgers and Rodgers, 1989). Especially at the present and as a result of quality of work achieved in Western countries, the

employees seem to evaluate and appreciate more the quality of life rather than the amount of salary (Vloeberghs, 2002). This led the company to strengthen the search for how best to meet the expectations of employees with reference to the combination of family life and professional life (Benschop and Verloo, 1999; Ghoshal and Bartlett, 1997; VanDongen, 1993; VanDongen, Omeij and Wijngaerts, 2001; VanDongen, Beck and Vanhaute, 2001; Vloeberghs, 1989). A number of academics (Carrasquer and Martin, 2005; Hughes and Bozionelos, 2007) suggest that Work Life Balance practices for employees can help to foster the employees' quality of life by reducing work-life conflict and, as a consequence, workers will be more satisfied, motivated and committed to their employers. As a result, the literature stresses that work life balance practices can help organizations to increase their results in productivity, performance, and turnover. Take into consideration, those expectations involves juggling hold your own personal business and know how to manage, having repercussions on business performance. It is indisputable fact that the balance between home and work ends up with positive results reflected the company and the society as a whole. The implementation of what can be defined by public and private organizations as a new management culture of worker is achieved if the various social actors (organizations, policy makers, social partners, and employees themselves) recognize it by adding value and different source of possible mutual benefits. So, this approach enables individuals to gain a greater personal well-being that has a positive impact not only on his private life, but also on job performance and regarding the relationship company / individual who benefits from them (inside and outside of the workplace). This approach pays attention to the combination of family life and professional life, and looks at both domains in a coherent way. These considerations lead to think that the combination of daily family life, professional and social lives both women and men represent the driving force of the society (VanDongen, 1993; VanDongen, Omeij and Wijngaerts, 2001; VanDongen Beck and Vanhaute, 2001). The stakeholders theory (Donaldson and Preston, 1995; Wempe, 1998; Wempe, Kaptein, 2000) and the approach of "triple bottom line" (Elkington, 1999) offer interesting ideas for the extension of CSR to privacy and family employee, and many companies indicate the work-life balance as a problem that can be managed voluntarily by those who have responsibility on people through flexible working arrangements (Reeves, 2001). Pursuing however, the balance may not be a simple thing, also because the balance can be measured both in terms of subjective and objective, and varies depending on the circumstances created among individuals (Guest, 2001). Important elements for the definition of the worklife balance emerge from the allocation of time (Thompson and Bunderson, 2001; Jacobs and Gerson, 2001), the nature of the work and in particular the autonomy that the employee has in planning their work according to work commitments (Lambert, 1990), the size of psycho - physical requirement for employees to be able to exert significant control over the family business. In addition, factors related to these key points, may be the health and safety at work (Lambert, 1990) and the need of the employer, to have, on the one hand for workers who are able to the uncertainty of the market and its difficult situations of context and, second, by the recognition that the performance of the worker are related to the activities developed in private life. This approach is reflected in the model *Human Resource Management* (HRM) where to find proper location and offsetting the balance between work and family life, in order to ensure and maintain the commitment made by the employee towards the organization, but also the necessary attention to the company than its main stakeholders (Osterman, 1995; Wood, 1999). Other authors (Frone, 2003, Grzywacz and Marks, 2000; Kirchmeyer, 1992; Kossek and Marks, 1977; Ozeki, 1999; Netemeyer et al, 1996; Rossi, 2001; Sieber, 1974), suggest that work-family balance is given by an absence of a conflict between the work domain and domain family, as well as the positive impact between the two series of responsibility. The work-family conflict becomes dysfunctional when there is that requests for participation in a domain interferes or is incompatible with the demands of the other domain (Greenhaus and Beutell, 1985; Greenhaus and Parasuraman, 1994). The Figure 2 represented a perspective that presents the company and the worker in the search for balance between work and family life, highlighting the tensions in the relationship worker / organization with their job responsibilities.

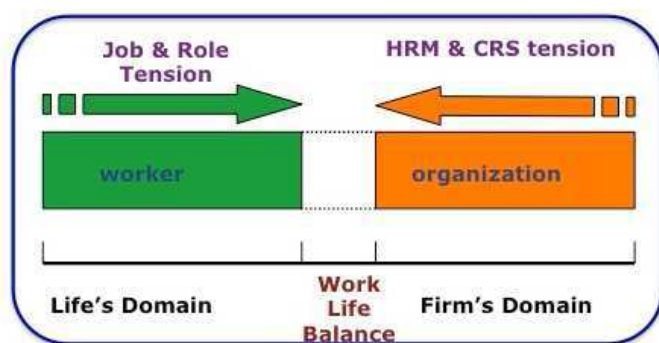


Figure 2. The main tensions in the WLB perspective. Source: Our representation.

In fact, the international competition stress business performance and the impact on the organization of work, with a substantial increase in the number of hours devoted to professional occupations (Schor, 1991). Thus, a good balance between work and private life (Frame and Hartog, 2003), means that employees feel able to use programs and flexible working hours, in order to balance the commitment working with other commitments (family, hobby, art, travel, studies, etc.), rather than focusing solely on the work. The underlying reason is therefore the need for a good job accompanied by an equally private life (Kersley et al., 2006). In the 2004, one study conducted by Workplace Employment Relations Survey (WERS), showed that 69% of managers in the private sector believe it is the responsibility of the individual states to balance the two domains "work-life" (Kersley et al., 2006). However, over the years there have been changes to make more permeable the relationship work and private life, so it can positively influence organizational performance.

Different Welfare, through a new policy, are raising the employment opportunities of women with young children (Hardy and Adnett, 2002), this is thanks to a growing awareness of the employees in dealing with and managing conflicts between work and family life, especially in the case of child care. Pocock (2005a, p. 201) with respect to the relationship work-life professional life, trying to provide a definition of this balance: "...about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society". This definition focuses on the ability of an individual to exercise control over their work environment and at home. However, the reality is that one cannot always have such a capacity, in particular for women (Carlson and Kacmar, 2000; Shelton, 2006) and, in particular, for women who are found to have more responsibility on the domain family (Drago et al, 2004; Pocock, 2005b). The result leads to a trade-off "work - home" for men "bidirectional", but only "one-way" for women (Posig and Kickul, 2004).

### 3 Research Design

#### 3.1. Objectives

On this theoretical framework, the aim of the research is the introduction of socially responsible practices as a the part of business management and relating to the use of new technologies; verify if and how CSR practices can favor relationship of work-family balance and study in what way the balance of work and family can positively influence organizational performance.

#### 3.2. Research methodology

In order to understand the correlation between "ICT-WLB and Organizational Performance", we followed the method of the case (Yin, 1994; Fong, 2005). The case study is represented by a Large Firm of the Autonomous Province of Trento called "GPI S.pA Group", which are implementing WLB's practices.

### 3.3 Work-life Balance & ICT: The Family Audit in GPI SpA Group

With this background it appears particularly important to expand knowledge and awareness about the value and benefits that the reconciliation of the demands of the personal sphere with the work side have on the individual, the organization and society as a whole, showing that reconcile is an opportunity and represents a stimulus to social and economic development of organizations. In the current phase of strong contraction of the turnover of human resources, lack of participation of women in the labor market, a priority for organizations becomes (both public and private) to optimize the working conditions defining the most possible tailored needs of the work-life balance, taking note of mobility and making optimum use of ICT tools and flexibility typical of institutions' existing work daily. The theme of W.L.B. was addressed by many organizations not only with a view to increasing productivity, but also like a lever to encourage and motivate human resources, in response to the needs of employees and their "free time" (Molfer). Employees require management innovative solutions, such as the flexible workspace, feasible with modern computer technologies and information. Hence the need for "reconciliation measures" acts to preserve the possibility of considering together family life and working life. The purpose of this section of the research work is therefore the representation of attention and measures put in place by a leading Services Company operating in Northern Italy, but with different locations abroad, in the specific field of balancing family / work (see Box 1. of summary).

GPI SpA Group	
Business activity	GPI GROUP rings together companies controlled or participated to varying degrees by the leader GPI SpA, a company that since 1988 operates in the health and social; Founder of Health Innovation Hub, a consortium created by the association of Trentino and national companies, which aims to become a focal point for the Autonomous Province of Trento in the field of social and health services and new hi-tech health.
Services Provided	The offer is aimed to both the public and private sectors and includes, in addition to information systems complete and integrated solutions and specialized services such as CUP / Contact Center, the drug supply, home automation, home care / rehabilitation.
Employee \ Contributors	1320 employees
Revenues in 2014	of € 80 million
Site locations Head	Headquartered Trento and there are many branches scattered throughout the country, with international presence also.
Clients	More than 400 clients in Italy working with business solutions: Government, Health, Hospitals, Day Centres, Community, nursing homes, residential care, Nursery schools, cooperatives, banks, retailers, small and medium-sized enterprises.



*Box 1. Summary. Source: Business Document GPI SpA, 2014.*

The first part of the paper shows the analysis regarding principle documents of the Company, as well as the analysis of corporate documents and certificates of WLB practices and the different fields of operability implemented. The research was based on interviews carried out for the Responsible of Human Resources who has witnessed the efforts that are taking the company in the implementation of CSR and work-life balance practices, and with the Responsible of Information System. The second phase was characterized by the systematization of the answers, based on the administration of a questionnaire to a 450 employees (35% men and 65% women) regarding their use of the system of WLB. In this way it's possible to understand the real correlation between WLB and facilitation that comes from the implementation of computing platforms, in response to the needs of employees to have more free time.

The experiences of GPI SpA Group in the field of CSR, started since 2008 with the approval by the shareholders of "Code of Ethics", where were expressed commitments and ethical responsibilities in the conduct of business and corporate activities undertaken by GPI, as well as those relating to corporate bodies, the management, the employees, external associates, business partners, suppliers, and for all those who had relations with the Group. In this way the company's desire become to pursue the principles of integrity and protection of people, protecting them and ensuring the right to working conditions which respect the dignity of the person. From then on GPI SpA obtained various certifications such as UNI EN ISO 9001:2008; ISO/IEC 27001: 2005; EN 15838:2009; Total Quality System, to finally reach the "Family-Audit". The certification "Family Audit" infact reached the company since 2009, by a certificate that the Autonomous Province of Trento gave to GPI SpA, as an internal promoter of initiatives able to balance professional and family commitments. A significant recognition given the attention that the firm has implemented over the years in respect of persons in their relations with the demands of productivity and organizational performance. Accordingly, the starting point of the research was to evaluate the practices/measures implemented by management to human resource management, and specifically those concerning the "family audit" so as to make more attractive in the eyes of the employees 'business GPI SpA, thus contributing to the improvement of business performance (see Box 2. Family Audit "Fields of Investigation and actions" of GPI Group SpA).

Fields of research	Action Fieldes	Internal Stakeholders
I. Organization of work	A. Hours: shifts, flexibility, leave, overtime, breaks and permits; B. Proceddi work: distribution of skills, team work, delegation system, meeting times, priorites, workload planning; C. Locations: televaoro, job decentralized mobility;	20 employess
II. Culture of conciliation	A. Responsibilities of leadership: know-how and skills of leadership in the management of conciliation, awareness-training programs; B. Development of personal know-how and expertise in the management of dipendeti of conciliation, training programs and sensibilizzazione, equal opportunities, respecting the stages of life, management of	140 management GPI Group;

	motherhood' and leave;	7 employees: new moms;
III. Communication	A. Tools for information and communication; instruments and policies and methods 'of internal and external communication, responsibility' and skills;	All the employees
IV. Benefits and e service	A. Financial contributions: the reward system, good buy for new parents; B. Services to family: time-saving services, sotegno of parenthood, paternity leave';	
V. New technologies	A. Orientation to ICT services: presence at the organization of new technologies that help to optimize the time of the employee and the organization itself.	

*Box 2. Family Audit "Fields of Investigation and actions" of GPI Group SpA. Source: our elaboration by GPI SpA, 2014;*

And afterwards trough on field interviews, we tried to integrate documentary information with those qualitative associated to the experience of one manager with regard to the issue of reconciling work and family life. From this activity, emerged interesting information, able to qualify and define height and depth investigations carried out by the company with regard to the issue of interest. In fact, through a structured interview administered to responsible business "Family Audit - Work" and responsible business "Information Techology" it was found that among the reasons that lead to specific initiatives to enable work-life balance is the desire to improve the organizational climate thus causing a greater confidence in the workplace and worker satisfaction, which translates into a strong sense of belonging to the organization. Just as the concept of welfare of the worker is perceived as a true strategic success factor. The internal policy, said the manager, goes to promote better work performance and better overall quality of activities, including through the provision of more services and agreements to employees (Convention Center authorized by the Tax Assistance with laundry and ironing, with Gyms and Wellness Centers, with the Site BimboSide.it for the purchase of products for babies-children discounts reserved, opening a nursery-Nest) in order to facilitate the work-life balance. Furthermore, the GPI SpA active inside concrete practices of conciliation favoring the following activities: Elasticity of daily working hours input and output; Adaptability in work shifts; Period of Telework at home, granted in response to specific needs of conciliation; Spaces of Telework; Policies to support maternity leave (permission for family reasons, followed by initiatives in support of workers returning from periods of prolonged absence and the creation of nurseries and / or agreements with facilities dedicated); Training and communication staff (practice of worker involvement in the definition of ad hoc policies, and information constant); Service and Time saving. The analysis on the job, despite the variety of attentions / solutions implemented by the company, does not yield a direct link between the interview such conciliatory policies and had tangible benefits in terms of economic and organizational management; periodically but the firm said the employees to submit to analysis, through the administration of satisfaction questionnaires and satisfaction in relations practices used on the issue of reconciliation, obtaining far more positive indications. The same consideration was obtained by regard to the possible consequences of the application of these practices with reference to the specific socioeconomic context, and the impact (positive-negative) that reconciliation policies tend to be beyond organizational boundaries, going to improve relations family members of beneficiaries so as to help create a better climate relationships within families involved. As well as the activation of

policies and strategies in the field of work-life balance has certainly produced positive effects, corporate experience without encountering resistance or problems in its application, thanks to a corporate culture oriented approaches of this type. Considering the positive responses received from management, the next step of the research has been directed to the analysis and understanding of the perceptions found in employees, this system compared to WLB and ICT as privileged stakeholders, so as to bring value and testimony to the efforts of GPI SpA.

## 4 Consideration

Workplaces today differ greatly from those of 10 or 20 years ago. Businesses are facing increasing demands to raise efficiency and become more responsive to customers and stakeholders. Pressure like social, cultural and resultant political changes are forcing employers to consider the extent to which their workplaces are family-friendly and facilitate a good work-life balance for their employees. Service orientation ICT means to strengthen the organization at an explicit strategy on the role that new technologies can make to optimize the time of the worker and the organization itself. The analysis of documents has been the attention of GPI SpA respect diversity, well-being, organizational relationships, working for a cultural change process. The application of the "family audit" in a concrete and coordinated way is a subscription commitment by the employer to help employees in achieving a balance between family life and working life. Therefore, the activation of ad hoc policies in the case under consideration, however, had a positive effect on business performance and well-being of the worker, and obviously acting indirectly on society, especially at a time of economic crisis which called for all market players the deep structural work. From the data reported, it is clear that the management of the balance between private and professional life is a strategic element for the success of companies, although it is not clear how the application and the basic commitment that led the company to pose as primary objective the inclusion of reconciliation policies in GPI SpA, is due to a discretion or the result of external stimuli (institutional), which led the firm to reconsider its management practices.

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