

A Mixed-Methods Investigation of Family-Friendly Employment Practices: From Work-Family Conflict to Enrichment (Jun 2023)

Research Design



400 employees with family responsibilities (FRs) were recruited in the cross-sectional survey



25 employers and managers were invited in the in-depth interview

Family Responsibility



On average, each respondent took care of approximately **2 family members*** and spent **3 hours per day** in caretaking.



* 56.5% = Spouse and Parent; 34.8% = Elderly; 15% = Child; 12.5% = Teenager; 13.1% = Others

Most Common Assistance Provided by Respondents

47.8%

Emotional
Comfort and Relief



44.3% Take Care of
Daily Living and Diet



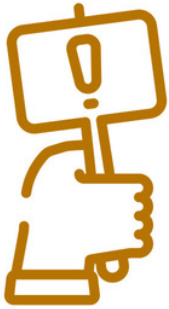
22.5% Accompany
follow-up consultation



Views Towards Family Friendly Employment Practices (FFEPs) in the Workplace

85.6%

of the employees with FRs reflected that Hong Kong workplace is **not family-friendly**



88.5%

of the employees with FRs thought that it was **a bit necessary, necessary, or very necessary** to provide FFEPs

Industries with Insufficient FFEPs



Most Desired FFEPs by Employees with FRs



72.8%
Five-day Workweek

67.3% Flexible Work Schedule



66.5%
Special Casual Leave

64.8%
Family Medical Insurance



58.3%
Critical Incident Support



Availability of FFEPs

The Most Likely Provided FFEPs

1.	Compassionate Leave	70.8%
2.	Marriage Leave	69.4%
3.	Five-day Workweek	61.1%
4.	Birthday Leave	57.8%
5.	Family Medical Insurance	44.3%

The Least Likely Provided FFEPs

1.	Parental Leave	0.0%
2.	Leave to Care for Children	0.3%
3.	Integrated Home Care Service	0.5%
4.	Leave to Care for Elderly or Persons with Disability	0.5%
5.	Child Day Care Service	1.8%

Quotes from the Employers and Managers



(A female, aged 55-64, manager/department head, sport industry)

"I think it is **very uncommon in Hong Kong**. I have **never heard of FFEPs** being provided in the workplace even after working for so many years, and **even when working in a large corporation**."

(A male, aged 25-34, manager/department head, information and communication)



"It is **uncommon in Hong Kong company**. I think the employers will implement FFEPs in the workplace, **only if there is a clear ordinance to legislate** for the implementation of FFEPs."



(A female, aged 55-64, manager/department head, social and personal services)

"I noticed that the **management** of these departments are **task-oriented**, and the **individual needs** of colleagues are **not of their primary concern**."

(A male, aged 45-54, manager/department head, construction)



"I think we should not **overdo**. **Compassionate leave** and **paternity leave** are **acceptable** but I **don't think** we should **provide special casual leave** and **parental leave**."

Recommendations

Recommendation 1:

Employers are suggested to **offer work arrangement and leave benefits** as FFEPs to support employees with different FRs. In particular, **five-day workweek, flexible work schedule, and special casual leave** are highly demanded by employees among different family roles



Recommendation 2:

Family medical insurance and **critical incident support** are highly demanded so employers are encouraged to offer them to employees. **Leave to care for children, elderly or persons with disability**, which are **rarely provided by employers**, should also be **made available** to employees with FRs



Recommendation 3:

Business leaders and industry stakeholders of “**Manufacturing**”, “**Accommodation and food services**”, and “**Transportation, storage, postal and courier services**” sectors should work closely with the Labor Department and EOC to devise viable solutions to **cultivate a good human resource management culture** and **formulate FFEPs** that can help their employees fulfil work and family responsibilities simultaneously



Recommendation 4:

Employers are encouraged to **have a written family-support policy** and **formally inform employees** about the types of support that they are entitled to

Recommendation 5:

The Labour Department and the Family Council should work together with EOC to **provide more seminars and talks for the frontline/operational staff and the management staff**

Recommendation 6:

Employers are encouraged to **provide an employee assistance program** (e.g., 24-hour hotline and counselling service) as a **mental health first aid for employees**