



METROPOLIA BUSINESS SCHOOL-HELSINKI

Work-life balance stakes:

Comparison between

North America and

France

Bachelor Thesis by:

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Work-Life Balance stakes: Comparison between North America and France

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Introduction

Who never had to stay late in the office in order to finish a work. Who never felt stress at work and came back home angry? Which mother never had to go to work and to leave her sick children to the babysitter? All those questions are part of our daily life no matter in which country we are living. These questions are all about a same topic. Which is the articulation between the professional life and the personal life.

This subject answers to some real situations that each individual will meet someday on his/her professional life.

One day I saw one of my colleague crying in the office because of the excess of stress and the too high level of pressure imposed in the company. The same day another was crying in the café room of the company because she learnt that her brother had an important illness. As a result of those situation the subject was an evidence.

How is it possible for individuals to deal with important personal's events and to perform in their work as if nothing was happening? How to be relax at home when your work is stressing you so such.

Since few decades, our society changed women started to work and the balance of house has been questioned. Women were not staying at home anymore and were looking forward to have a career as men as explained in the following sentence. ¹“Demographic changes including the increase in the number of women in the workplace, dual-career families, single parent families and an aging population have generated an increasingly diverse workforce and a greater need of employees to balance work and home life”

¹ Smith J. and Gardner D., 2007, “Factors Affecting Employee Use of Work-Life Balance Initiatives” [New Zealand Journal of Psychology], online document, www.psychology.org.nz/wp-content/.../36-1_Smith-Gardner_pg3.pdf, page viewed on 1st May, 2015

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² In 2000, the work life balance has been defined by Clark in the following way: “Clark (2000) defines work-family balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict.”” That is a summary of the situation. Behind those few words, a lot of stakes and challenges are there.

The personal and private life can be defined as an environment where one individual does not have to think about his/her work and can enjoy free time without any rules or limits from any manager or any company.

The professional life defines the environment where an individual has to hold to account to the company or a manager about what he is doing and why. This environment use to be limited by working hours or a presence in one office.

Having a work-life balance means being able to give enough time and having a personal satisfaction in both (personal life and professional life) without a feeling of frustration or of guilt.

³ Since twenty to ten years, the challenge for Human Resources Management is to implement “organizational practices are based on an underlying set of traditional gender values regarding the household division of labour which appear to be unchallenged in human resources practice.”

To support and illustrate that studies, the French culture and the Canadian one will be compared.

French citizens call Canadian citizens their “Canadian cousins”. This is a reference to the history that shares those two countries (including the colonisation by the France of some parts

² Rantanen J., Kinnunen U. and Mauno S., 2011 “Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals”, online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

³ Gregory A. and Milner S., 2009, “Editorial: Work-life balance: A matter of choice?” [Gender, Work and Organization. Vol 16. No. 1 January 2009], <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-0432.2008.00429.x/epdf>, page viewed on 29th April, 2015

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of Canada). Despite this common history, France and Canada are not so similar and their culture are absolutely different. Also, their economic situation is very different.

France has difficulties to go through the worldwide economic and financial crises of 2008. The social climate stills negative. The unemployment is at one of the highest level since many years and hardly decline. It can be explain by the lack of flexibility of the country and its culture. According to a study that has been published in 2012 (Barometer 2012 of the work-life balance),⁴ “ninety-five per cent of the French employees think that work-life balance is an important subject and seventy-five per cent of those employees think that the company they work for does not do many things in order to help them to have a better work-life balance.”

Canada has been able to go out from the economic crises faster than European countries. Canadian labour market is more flexible than the French one.

In Canada, employees are able leave the company they work for without notice period (or with short ones). Companies have more freedom than in France to lay off their employees.

Work-life balance is a subject of actuality for employees such as for companies. For companies this is a new problematic because they have new challenges to deal with. Employees have to deal with their priorities and organize themselves. Private life is essential to personal development and professional life is essential to their self-esteem. With the evolution that the actual world knows the limit between work and personal life has become unclear for individuals.

The interest of this thesis and this study is to understand how the personal life and the professional life are understood and balanced by individuals and the influence of companies.

First of all, in this thesis, we will see first the psychological stakes of work-life balance. The Maslow hierarchy of needs will give a support to understand psychological needs. Then we will see the importance of the perception. The question of generation in the work-life

⁴ Observatoire de la parentalité en entreprise, 2012, « Résultat du baromètre Ope 2012 », online document, www.unaf.fr%2FIMG%2Fpdf%2FDossier_de_presse_OPE_UNAF_et_resultat_2012.pdf&ei=TSJjVZD_C4bNmWm7oDAAw&usq=AFQjCNFjFKM12kZoo9CKiFvzzRC-5C3KRg&sig2=Phb5neRdTAWgcvwbaNNFg&bvm=bv.93990622,d.dGY , page viewed on 14th January, 2015

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balance will be approached. To conclude this part we will see the impact of non-work-life balance.

In a second time, we will study the stakes of new technologies in individuals' work-life balance and their influence. We will also see the negative aspects of new technologies. To conclude this chapter we will study the solutions that can be given.

To finish this study, we will see the cultural stakes of work-life balance. The Inglehart theory will help to understand why French and Canadian cultural are not the same. Then we will see the differences in the legal in France and in Canada. To conclude this thesis, we will take the example of a multinational such as Google in order to see what the companies does for employees but also what the limits are.

Methodology

1. The questionnaire

After the choice of the subject and several readings, I understood that the notion and the understanding of « personal life », of « professional life » and of «work-life balance » were subjective and might be interpreted in different ways depending of the personality, the culture and the generation of individuals.

The main goal of the questionnaire was to understand each individual's vision and their point of view. This is for that reason that I choose the qualitative approach. The objective was to have a small number of interviewees to interview in order to allow them express themselves and their ideas. I made the decision to do not guide every time to do not influence their answers. The objective was to have various profiles, man such as women, young such as senior.

From my previous work experiences in France and in Canada, I had several professional contacts in both countries. This thesis gave me the opportunity to stimulate it and to share my professional advancement with my ex-colleges and ex-managers. I choose to interview individuals with similar profiles in France and in Canada. The objective was to be able to do a parallel in the analysis and to compare answers.

That meant doing the interview of individuals with a “junior” profile in France and in Canada, individuals with a “medium” profile in France and in Canada and individuals with a “senior” profile in France and in Canada.

My first choice has been to interview man and women but my professional network did not permitted it at that time. The second choice has been to do a parallel between one company in France and one in Canada to be coherent. By having employees from the same companies helped to have more coherence in the answers and to have a better understanding. Due to a lack of answer from man, I decided to avoid them from my study and to do not interview any man and to keep a theoretical point of view about them for this thesis.

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The questionnaire has been composed of twenty questions that completed the existing plan of the thesis. That meant having open questions, in order to have a questionnaire similar to a classic (face to face) conversation. Also to have a better understanding of the point of view of the person who answered to questionnaire. It has been written in French and in English (see annexe 3 and annexe 4). Due to differences of time between countries (Canada, France and India where I was living at that moment), it was not possible to process to oral or Skype interviews with all the interviewees.

The process to analyse the questionnaires was to compare the answers given by interviewees. And to compare French's answers with Canadian's answers. Then I analysed in parallel the answer given by interviewees with similar profile.

The analysis demonstrated that the vision and the definition of private life and of professional were not very different in Canada in France compare to my first idea.

The differences appeared when the comparison was done between people from different generation. The "family" and the "children" made all the difference between the interviewed people.

2. The companies

- Quantum Management Services (Canada), (See annexe 1):
 - o Quantum Management Services is a Canadian company created in 1968.
This is a recruitment agency with several offices in Canada (in the states of Quebec and of Ontario). One of their office is located in New York. The company has eleven offices. Its clients are companies of different sizes and from different sectors. The goal of the company is to connect companies with candidates and to create the perfect match in to have satisfied clients and applicants. The company has around two hundred employees but due to turnover this number varies and is not stable.

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This environment is very stressful and the external competition is hard. The competition is also inside the company, recruiters have to “place” their candidates in order to have bonus.

- The company address (from where the interviewees were from) is located: 2000 avenue McGill, Montreal, CANADA

- Belvia Immobilier (France), (See annexe 2):

- Belvia Immobilier is a French company, this is a real estate company and it has many real estate agencies all around France.

The company has more than seven hundred employees in France. Previously the company was part of the group Akerys (a real estate company with different sections and different functions). But in 2012 Belvia Immobilier decided to be separated from the group Akerys and to be one company.

The competition is very strong in real estate industry, due to the economic crises, real estate’s agencies need to have more aggressive strategies. Employees have to face the decrease of budget but to keep a high level of performance.

- The company address (from where the interviewees were from) is: 31-41 avenue Georges Pompidou, 31131 Balma, FRANCE

3. The interviewees

- Quantum Management Services’ employees (Canada)

- Julie Maltby, (See annexe 5): Director of the permanent positions department, she has almost twenty five years of experience. She is working in the company for more than twenty one years. Her profile is a “senior” one.
- Julia Ivanova, (See annexe 6): Recruiter, she has ten years of experience. She is working in the company for three years, her profile is more “medium”.

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- Justine Michaelis, (See annexe 7): Recruiter, she has one year a half of experience. She is working in the company since one year a half, her profile is “junior”.

- Belvia Immobilier’s employees (France)
 - Sandrine Jarnot, (See annexe 8): payroll specialist, she has around fifteen years of experience and her profile is more “senior”.
 - Lucile Moukouyou, (See annexe 9): Human Resource assistant, she has six years of experience. She is working in the company for two years. Her profile is more “junior”.
 - Pauline Bouton, (See annexe 10): Labour law specialist, she has six years of experience. She is working in the company since seven months. Her profile is more “junior”.

I. Psychological aspects

1. Introduction:

The psychology of an individual defines his/her personality, his/her perception and opinion. Many studies have been published based on the psychology of individuals. The psychology differentiates each individual from other ones and to shows their differences.

Companies have different profiles and different culture, it partly defines their identities. They attract people and employees with their image, their reputation.

Some companies make strategic choices in their recruitment process. They sometimes prefer to hire similar profiles. So new employee's adaptation is easier and faster.

In most of the companies, the composition of payroll is heterogeneous and there are different profiles and types of employees. Employees can be young, senior, man, women, having a family or not etc. The human resources role's is to implement policies in order to satisfy all of them and to develop their blossoming in the company. Those actions and investments are not without interest from the companies. It has been proved that ⁵ "Conflit between work and home life has been linked to job dissatisfaction and turnover and increasingly organisations are using work-life balance". So companies have to invest in their employee's work-life balance to increase their results and commitment.

Indeed when employees feel good in a company, they are more motivated and more productive. Whereas employees are not satisfied by their position and the company they work for, the principal consequence is a decrease of their motivation. Non-motivated employees might have dangerous consequences for the company.

⁵ Smith J. and Gardner D., 2007, "Factors Affecting Employee Use of Work-Life Balance Initiatives" [New Zealand Journal of Psychology], online document, www.psychology.org.nz/wp-content/.../36-1_Smith-Gardner_pg3.pdf, page viewed on 1st May, 2015

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All those consequences are problems that companies have to avoid as much as possible. That is the reason why human resources are a strategic hub for the company. That should not be avoided by managers and leaders no matter what is the company's size. When companies are small or medium, having faithful, motivated and engaged employees is a strength. It spreads a good reputation and participates to the attraction of potential excellent employees. That also creates solid and strong bases in order to ease the growth of the company.

This first part concern the psychological stakes of work-life balance. In a first time the Maslow hierarchy of needs will help us to understand the psychological needs of individuals, then we will see the importance of the question of perception. In a third time we will study the differences between generations and to conclude the various effects of non-work-life balance.

2. Maslow theory and the explanation of basic needs

A pipeline of talents and a payroll of high performing employees is essential for a company. When those workers have a balance between their work and their private life their performances can increase.

Workers need to satisfy their basic psychological needs in order to be able to enjoy all the aspects of their personal and of their professional life. Those five basics psychological needs are determined by the Maslow's hierarchy of needs.

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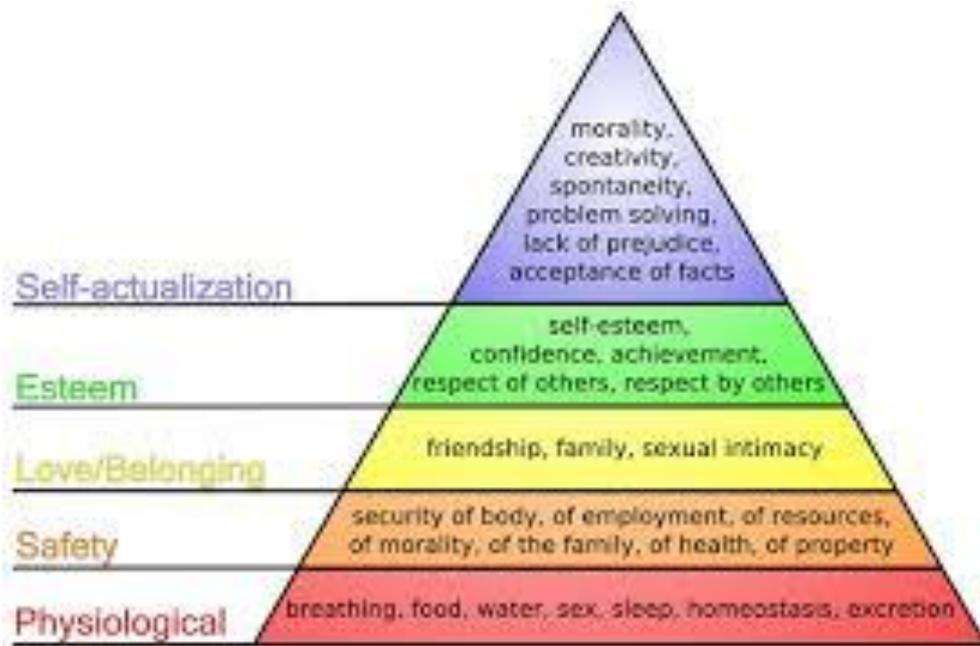


Figure 1: ⁶ Maslow Hierarchy of Needs

The Maslow's hierarchy of needs is applicable for each individual in the world. This basic theory is well known by companies and managers.

By analysing the Maslow hierarchy of needs and by transposing it to their companies, managers are able to identify if all their employees get fulfilled psychological needs or not. When several employees are not happy in their work, it can be a signal for managers. That means they need to look for solutions and that the human resources team/ department has to improve existing process. When basics psychological needs are fulfilled, employees are more efficient, their productivity increase. Also they are more willing to cooperate with each other and with the management. According to the Maslow's hierarchy of needs, individuals need to have their basic needs satisfied in their private life such as in their professional life.

Physiological needs are satisfied by several actions and several facts. For example having enough food to be fed, getting drinkable water or being able to sleep enough. When needs are

⁶ 2006, Maslow hierarchy of need, online image, www.self-programming.com, page viewed on 23rd May, 2015

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not satisfied and fulfilled, the balance is not respected, and individuals cannot fulfil other “superiors” needs and cannot enjoy their life as it should be. Moreover that means they cannot build a satisfactory and a worth life on it.

Psychological needs represent some biological needs that helps to the “physical” balance. They are represented by the human body and by psychological needs. Having food, water and sleep goes along with earning enough money to live in a decent way. The wage is a key factor in employees’ life, it allows them to be able to pay to fulfil basic and essential needs.

The desire of safety is the second part of the Maslow hierarchy of needs. According to individuals it is almost as important as the first one for them. For the majority of individuals, security is a synonym of “home” and of “house”. A home or a house are represented as a place where individuals are protected from life’s events and troubles. This is a solid reference which will is static. This item is represented any security’s and safety’s needs.

The desire of love, the need of love, to be loved and to belong to something represents the first social aspect of the Maslow hierarchy of needs. This social aspect is important for individuals because they want to feel accepted and have people they love around themselves. It is a strong link between each individuals and helps to increase the feeling of security (view the previous point). Those explanations are used to define social’s, the love’s and belonging’s needs.

The desire of esteem is necessary in individual’s psychological balance. Individuals want to be recognize for what they are doing and who they are. The “recognition” is essential for the self-development of every person. With this feeling, individuals feel they are important and are part of a circle that increases the previous needs (see previous point). It represents the ego and the self –esteem needs of a person.

The desire of self-actualisation the highest level of the Maslow’s hierarchy of needs. It is fulfilled only if the four others are completed. When individuals are able to complete this need, their life is equilibrate and fulfils their basic psychological needs. Individuals who can get this level of accomplishment are able to act with freedom and are equilibrate people.

The Maslow’s hierarchy of needs demonstrates that whereas “needs” are individual feelings, some of the basic and elementary ones have to be fulfilled by individual for people to

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be comfortable in their life. Individuals might have different personality and different needs, they all have the same elementary ones and they need to be fulfilled in order to have a equilibrate life.

That demonstrates that elementary needs are similar in the private life and in professional life. The private life and the professional life are inseparable. The five needs present in the Maslow's pyramid of needs can be completed either in the private life, either in the professional life or in both. Once needs from the Maslow's hierarchy of needs are completed, that permits to individuals to make their choices and their own decisions with less pressure. To do a summary we can say that ⁷ "the achieved balance between work and non-work roles is expected to lead to satisfaction and well-being in life."

3. The stakes of the perception:

The opinion of each and every people influences others' opinion. Some more than others but this fact has been proved by scientists. The opinion of the private sphere or of the professional sphere can influence in a positive way or in a negative way the individuals' perception and their work-life balance.

a. The perception from the private sphere

The perception of others is essential for the individual. The proof is that ⁸ "there are also a number of studies that recognize commitments to friends and community groups, expanding

⁷ Rantanen J., Kinnunen U. and Mauno S., 2011 "Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals", online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

⁸ Beauregard A and Henry L.C., 2009, "Making the link between work-life balance practices and organizational performance", online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

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the affected population to virtually all employees (e.g., Beauregard, 2006; Hamilton, Gordon, & Whelan-Berry, 2006; Tausig & Fenwick, 2001)". More than the opinion from co-workers and from managers, the opinion of the family and of the close friends is most of the time important and determines the final decision in the "decision making process".

Work-life balance measures' acceptance are mostly influenced in a positive way or in a negative way by the family. The family and the private sphere are able to put pressure on the individual to behave in favour or against the private life.

A study demonstrates that phenomenon perfectly⁹ "In a study by Wayne and Cordeiro (2003) examining perceptions of citizenship behaviors among male and female employees who either took family leave or did not, female employees were not rated differently regardless of their use of family leave. Men who took family leave, however, were rated as being less likely to help their co-workers, to work overtime, and to be punctual than men who did not take family leave, even in the presence of identical job performance ratings."

The judgment of the family is mostly effective and harder to hear when the individual benefits measures in favour of his/her work-life balance. An employee who is having the possibility to work from home because his/her company implements teleworking can be or feel judged by his/her spouse. This one might think that the one working from home, will stay in the house all day long so will have more time to do domestic tasks and should not complain about long working day. In this situation, there is a feeling unbalance in the couple and the perception of the situation of the other one becomes unclear and influences by the feeling of injustice and of jealousy. Because of the perception of injustice of the spouse the individual might feel guilty and at some point refuses the current situation and the teleworking.

Sometime we can assist to a reject of some work-life balance measures organized by the company. Some individuals for who other's opinion and judgment is important for their self-esteem can refuse some work-life balance measures to do not have to justify themselves to their family, close friends or to do not be judge by them. This goes along with the desire to be

⁹ Beauregard A and Henry L.C., 2009, "Making the link between work-life balance practices and organizational performance", online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

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accepted and to do not go out of the codes of the family and friends. Those codes are subtle but they frame some social codifications that helps people to recognize themselves thought others individuals.

The work-life balance process in favour of employees is not always successful in some company because of families and close friends. Because in some groups of people some rules and codes can exist in a subtle way, influence or control individual's behavior depending of their personality.

b. The perception from the professional sphere

Sometimes the professional sphere can take the upper hand on the individual's decisions and perceptions.

This is true when the individual is a recent employee in the organization. The lack of knowledge about the company, its culture and codes can be a disadvantage for the individual who wants to be integrated in the group, the company and with his/her co-workers. This natural feeling of desire of belonging is explained by the Maslow hierarchy of needs (see previous point). Each individual wants, needs to be accepted and to belong to a team. This is even more important when team's member are the people with who the individual spends more time than with his/her family (due to work schedule).

From the company side, the measures that can be taken are designed as ¹⁰“organizational support for dependent care, flexible work options, and family or personal leave (Estes & Michael, 2005)”. It is important in a company that employees with the same level in the hierarchy get a similar access to work-life balance measures.

First to do not create an instability and any injustice in the team. It might be dangerous for the performances, the work environment and the relationship between co-workers. The

¹⁰ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

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studies are very clear about it: ¹¹ “work-life conflict can have negative repercussions for employee performance.”

The opinion of workers about and of their co-workers is very important. From employees who benefit of work-life balance measures, teammates might expect a total engagement and dedication at work. Because they have a better work-life balance compare to other. ¹² “The perception that using work-life balance practices will have a negative impact on their career prospects appears to be a powerful demotivate for employees’ use of these practices (Kodz et al., 2002). This perception is reinforced by organizational cultures unsupportive of work-life balance issues.”

And co-workers might esteem that this better quality of life should be deserved. Moreover ¹³ “Employees who do not give the maximum amount of time possible to the organization are often defined as less productive and less committed, and are therefore less valued than employees working longer hours.”

Moreover because some employees have more time for their personal life, their attention has to be dedicated to their work and their tasks. This in order to do not lose time, to do not slow down the team, to be more productive and to compensate the time where they are not in the office.

That is the reason why when all employees can access to the same measures in favour of work-life balance, the notion of judgment disappears and there is as system of equality. As the example bellow explains: ¹⁴ “There is an increasing amount of research supporting the notion

¹¹ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

¹² Rantanen J., Kinnuen U. and Mauno S., 2011 “Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals”, online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

¹³ Rantanen J., Kinnuen U. and Mauno S., 2011 “Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals”, online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

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that workers who make use of work-life practices suffer negative perceptions from colleagues and superiors. An experiment conducted by Allen and Russell (1999) found that employees who used work-life balance practices were perceived by co-workers as having lower levels of organizational commitment, which was thought to affect the subsequent allocation of organizational rewards such as advancement opportunities and salary increases.”

4. The behavior is defined by the Generation

It is well known that the perception, the opinions and priorities change with the time and the age. The social status does as well and influences those changes. As explained by this sentence: ¹⁵ “Preferences are shaped not only by individual values and predispositions but also by current reality and objective factors within each individual’s life [...]. Thus, preferences take account of perceived constraints: they are ‘usually compromises between what is desirable and what is feasible.’”

¹⁴ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

¹⁵ Gregory A. and Milner S., 2009, “Editorial: Work-life balance: A matter of choice?” [Gender, Work and Organization. Vol 16. No. 1 January 2009], <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-0432.2008.00429.x/epdf>, page viewed on 29th April, 2015

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There are four different types of generations in our society:

Generation Characteristics

	Veterans	Baby Boomers	Generation X	Millennials
Major Cultural Events	<ul style="list-style-type: none"> • World War II • Great Depression • The New Deal 	<ul style="list-style-type: none"> • Vietnam War • Civil Rights Movement • Woodstock 	<ul style="list-style-type: none"> • AIDS Epidemic • Internet Revolution • MTV 	<ul style="list-style-type: none"> • Columbine • 9/11 • 2004 Presidential Election
General Qualities	<ul style="list-style-type: none"> • Straightforward • Thorough • Reluctant to change • Uncomfortable with conflict 	<ul style="list-style-type: none"> • Desire to please • Service-oriented • Social • Driven 	<ul style="list-style-type: none"> • Adaptable • Independent • Creative • Openly speak opinions 	<ul style="list-style-type: none"> • Multi-taskers • Tolerant • Tenacious • Highly involved
Communication	<ul style="list-style-type: none"> • Formal • Memo 	<ul style="list-style-type: none"> • In-person • Telephone 	<ul style="list-style-type: none"> • Direct • Immediate • Email 	<ul style="list-style-type: none"> • Limited In-person • Texting • Social Media
Work Ethic	<ul style="list-style-type: none"> • Hard work • Respect authority • Duty • Adhere to rules and policy 	<ul style="list-style-type: none"> • Workaholics • Question authority • Driven to succeed • Team player 	<ul style="list-style-type: none"> • Work-life balance • Self-reliant • Entrepreneurial • Telecommuting OK 	<ul style="list-style-type: none"> • Looking for meaning • Dedicated • Goal-oriented • Desire to 'do it all'

Figure 2: ¹⁶ Four Generations

- The Veterans: They are very loyal to the company. They are self-disciplined and pragmatic. They contributed to the success of the actual economic world.
- The baby boomers: As the older had, they are expecting some success. They are known to be workaholic and self-motivated. The baby boomer generation is more optimistic than the three others ones.
- The generation X: They had the best academic training. They are the first generation who started to work in an informal environment where they are taking initiatives. The

¹⁶ 2007, "Generation Characteristics", Online Image, https://acieap.files.wordpress.com/2015/02/multigenerational-chart_2.png?w=643&h=482 , Page viewed on 20th May, 2015

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generation X is a generation with some goals in their career but which is also expecting a certain quality of life.

- The Millennial: This generation is born at the same time as new technologies or even after for some individuals. Individual's needs and their satisfaction is one of their main concern. They are looking for a better work-life balance

When individuals are older, they got more responsibilities, in the professional plan (most of the time) and in the personal plan. The majority of the people has children and have to deal with their career.

Three options are possible:

- Leading a career and leave in the side the personal life, delegating some responsibilities' (such as cleaning, picking up kids at school etc.) and preferring their career and their professional life instead of their personal life.
- Leading their private and personal life as they want it, to put it in priority. That means leaving behind their professional life and their career for sometimes, see their kids growing up. In this situation, individuals are postponing their professional life to start it again latter when children will leave the house or start their studies. This situation is usually chose by women instead of mans.
- The last opinion tends to be the hardest. Individuals can choice to lead in the same time their professional life and their personal life. This situation implies sacrifices in the personal life but also in the professional life. Individuals need to organize their priority, to be organize and to know what they want in their professional life and in their personal life. This is also called ¹⁷ "*Positive role balance*, in Marks and McDermid's theory (cf. Barnett and Baruch, 1985), refers to the tendency to engage in every role with equally high effort, devotion, attention and care, whereas *negative role balance* refers to the tendency to engage in roles with apathy, cynicism, low effort and low attentiveness."

¹⁷ Rantanen J., Kinnuen U. and Mauno S., 2011 "Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals", online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

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For companies, dealing with different generations can be a tricky situation. Companies have to deal with their employees, to be able to give information with a language and a speech that is understood in the same way by all the employees from all the generations. Moreover they have to be flexible in the format of diffusion of their information, especially when it is about important ones.

Individuals' expectations are different depending of their generations. Indeed their behavior are also different. So their vision of work-life balance is different as well. An employee from the generation of Veterans will not accept as easily to do some teleworking as an employee from the generation X. An employee from the generation of the Veterans will understand that the company is putting him/her in behind, whereas an employee from the generation of the generation X will understand it as a change to have a better work-life balance, to save money from transportation and to spend more time with their families.

Another example, the use of email or of text messages to communicate is something almost innate for the generation of The Millennial because since their young age they use to have phones or computers and to use them. Whereas for the generation of the Baby Boomer, they are used to phone calls instead of text messages. They had to learn to use some that they never used before a certain age.

These differences of generations can sometimes be forgot by companies and their managers.

5. Negative aspects of non-work-life balance

Opposite to work-life balance, the non-work-life balance means that the individual is not able to find an acceptable balance between his/her professional life and his/her work-life balance. This balance tends to be subjective and we can define it as the perception of the individual about his/her balance between his/her personal life and professional life. Such a situation has consequences for the employee such as for the company itself.

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The theory demonstrates the non work-life balance that way:

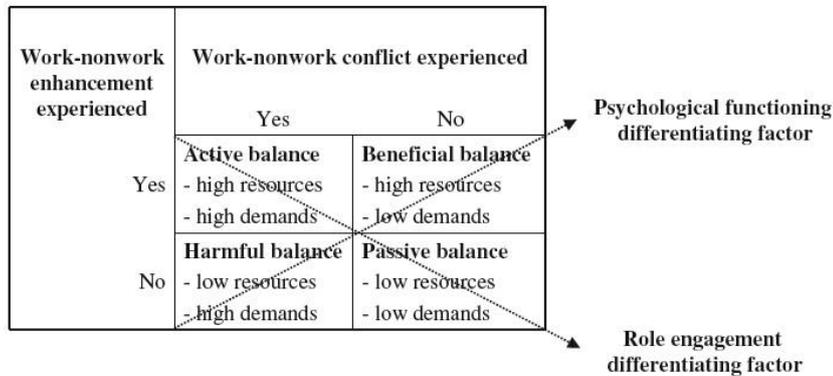


Figure 3: ¹⁸ Work non-Work conflict

a. Negatives aspects for the employees

Employees are the first ones affected by non-work-life balance me. It affects their mental and their global life. Non work-life balance inputs individuals to organize their priority, their time and their finances. As explained in this article ¹⁹ “Both work-to-life and life-to-work conflict have also been associated with increased stress and burnout (Anderson et al., 2002; Kinnunen & Mauno, 1998), cognitive difficulties such as staying awake, lack of concentration, and low alertness (MacEwen & Barling, 1994), and reduced levels of general health and energy (Frone, Russell, & Barnes, 1996).”

In a situation of non-work-life situation, a dual system takes place in employee’s life. They have to deal with their professional life which is demanding in time, in intellect and in energy but rewarded in a financial way with monthly wage and benefits from companies.

¹⁸ Rantanen J., Kinnunen U. and Mauno S., 2011 “Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals”, online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

¹⁹ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

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Employees get benefits with their personal life even if it does not give any financial reward but which is as much as important as the professional life. Personal life gives psychological reward and is essential to individual balance and wealth fare.

The burn out is one of the most well-known consequences of non-work-life balance. Medias talk about this phenomenon very often to criticize some companies and their policies. We can define the burn out as a state in which an employees feel overloaded by stress. The burn out is related to some physical, or mental or emotional factors. It can lead the individual to depression or more important and dangerous to suicide.

One of the cause of burn out is the feeling a lack of competence or of value into the job. Job burnout can lead to demotivation of the employee, the reduction of their operational efficiency and inducing frustration. The burn out can be translated by some sign of depression such as: a decrease of the global motivation of the individual, some heath problem, absenteeism, lack of sleep, decrease of the productivity and of the efficiency, increase of the feeling of frustration. The consequences are mostly negative and lead a vicious circle of negative energy. The danger is to see this negativity being spread in the company.

In a personal perspective, non work-life balance can have consequences on individuals' the personal life. Divorces are the most common consequences. The distance created by the non-work-life balance, when one of the spouse spends too much time at work can be fatal for couples. Problems and consequences are less when the balance goes more in favour of the personal life.

One example of non-work-life that proves that the personal life influence the professional life is the following.²⁰ "Ignoring one's spouse's emotional concerns and avoiding private life responsibilities, such as taking care of one's children or household chores may, over time, escalate into constant and daily disagreements, which can also negatively affect job performance due to the consequential worsening of mood and concentration."

²⁰ Rantanen J., Kinnuen U. and Mauno S., 2011 "Chapter 2 Introducing Theoretical Approaches to Work-Life Balance and Testing a New Typology Among Professionals", online document, www.springer.com/cda/content/.../cda.../9783642161988-c1.pdf, page viewed on 30th April, 2015

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The situation of non-work-life balance proves that the balance depends first on the priority and on the decision of the individual. An instability between personal life and professional life needs to be well thought out and the individual has to be ready to assume the consequences of his/her choice.

b. Negatives aspects of non-work-life balance for companies

For companies, having employees without any work-life balance is a strong disadvantage and a weakness for their competitive advantage and for their strategy in the long term.

The loss of motivation of employees is an important cost for the company. An employee less productive will use and consume the same amount of electricity than a productive one. The difference is that a productive employee will compensate this cost. Whereas a non-productive and non-motivated employee, will create less value. So the compensation system will not happen. Worst the inverse will happen. Instead of helping the company to earn money, the employee will create a loss of money for the company. This situation can be balanced by employees who produce more. But it will always be a misbalance between what is supposed to be created and produced and what is really done by employees.

Non work-life balance consequences for companies is the increase of the absenteeism and of employees' costs. Absenteeism is one of the first visible consequence of non-work-life balance. A low absenteeism rate in a company is a synonym of motivation and good environment. That means employees are happy to work and not willing to take any occasion to skip the office or their job (when they are not working in a proper office).

The solution for companies is to ²¹ “use of flexible working hours is associated with lower levels of work- to-life conflict (Anderson, Coffey, & Byerly, 2002; Hill et al., 2001) and non-directional work-life conflict”

²¹ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

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²² “work schedule flexibility has been associated with increased organizational commitment and reduced turnover intentions (Aryee, Luk, & Stone, 1998; Halpern, 2005; Houston & Waumsley, 2003), and voluntary reduced hours have been linked to greater job satisfaction, loyalty, and organizational commitment (Williams, Ford, Dohring, Lee, & MacDermid, 2000).” By doing this, employees will feel more integrated and considered in the company, so less willing to be absent (physically or mentally) from the office.

6. Conclusion:

Private life and professional life are all about perceptions. These perceptions depend on the age and on the profile of the individual.

The base of the work-life balance is the same for everyone. Because some values are essentials to have a good life, a good health and a balanced psychological state of mind. Individuals are easily influenced. The perception of their families, friends and co-workers might have bad consequences on their work-life balance. Non work-life balance is dangerous for employees and for people around them.

Even if our psychosocial needs are similar everything which is on top is as much as important and has to be taken into account by individuals and by companies.

²² Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

II. Technological aspect

1. Introduction:

New technologies are a new phenomenon that took an important place in individuals' daily life in most of the developed countries within ten-fifteen years. They changed the world and individuals' habits more than anything before.

The modern world and modern civilization are now depend of internet. New technologies changed people's behavior and created new needs. Presently who can assume being able to work without any internet or any phone? New technologies are transportable.

But what about when employees bring their personal phones at work and what about employees who look at their professional phone when they are at own their house?

In a first we will see the stakes of new technologies on work-life balance and their influence on employees' and companies' lives. In a third time we will see the negative aspects of work-life balance and to conclude the solutions that can be given to permit a good work-life balance with new technologies.

2. Stakes of new technologies in work-life balance

New technologies represent at the same time opportunities and threats for all companies. Many companies have been created because of new technologies' existence, their core competences and their competitive advantage are based on it. Managers and employees have to learn to control the influence and the place taken by them. In the service industry, many employees have at least one professional email address and one access to a phone (sometimes more than one). Those two basics tools that employees use to have represent some cost and some logistics that enterprise did not had to face and to manage twenty years ago. Companies have to and need learn to take the best of new technologies what can be the opportunities for

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them. As explains the following example: ²³ "Deciding when, where, and how to be accessible for work is an ongoing challenge, particularly for executives with families. Many of them cautioned against using communications technologies to be in two places at once, insisting on the value of undivided attention. "When I'm at home, I really am at home," said one. "I force myself to not check my e-mail, take calls, et cetera. I want to give my kids 100% of my attention. But this also works the other way around, because when I'm at work I really want to focus on work. I believe that mixing these spheres too much leads to confusion and mistakes." "

New technologies have been developed over the past fifteen years. They are substantially altering the business, the corporate, the political and the social environment where individuals are living. New technologies include everything which is about information technologies, communication technologies, wireless data communication, on-demand printing, bio technologies, advanced robotics and much more... The place accorded to new technologies is comparable to the place that television took in individuals' daily life after its creation. As it is showed by the image bellow, in the United States of America people in 2013, spent more time in front of new technologies (such as online digital support, mobile or other devices) than in from of the television.

In France, even if individuals are spending more time in front the television, the place taken by smartphones and computer is getting more important every year. The time spent in front of them is almost similar to the time spent in front of the television. In France people are spending more time in social media than in front of the television. This is explained by the increase of the number of screens in each house. With the television, the computer and the mobile phone it is easy for people to watch two screens are the same time and continually.

²³ Grovberg B. 2014, "Leadership & Managing People", [Harvard Business Review], <https://hbr.org/2014/03/manage-your-work-manage-your-life>, page viewed on 28th April, 2015

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Average Time Spent per Day with Major Media by US Adults, 2010-2013
hrs:mins

	2010	2011	2012	2013
Digital	3:14	3:50	4:31	5:09
—Online*	2:22	2:33	2:27	2:19
—Mobile (nonvoice)	0:24	0:49	1:33	2:21
—Other	0:26	0:28	0:31	0:36
TV	4:24	4:34	4:38	4:31
Radio	1:36	1:34	1:32	1:26
Print**	0:50	0:44	0:38	0:32
—Newspapers	0:30	0:26	0:22	0:18
—Magazines	0:20	0:18	0:16	0:14
Other	0:42	0:36	0:20	0:14
Total	10:46	11:18	11:39	11:52

*Note: ages 18+; time spent with each medium includes all time spent with that medium, regardless of multitasking; for example, 1 hour of multitasking online while watching TV is counted as 1 hour for TV and 1 hour for online; *includes all internet activities on desktop and laptop computers; **offline reading only*
Source: eMarketer, July 2013

160460 www.eMarketer.com

Figure 4: ²⁴ Average time spent per day on media in the USA

New technologies are now important in individuals' daily life. They are present in their private life and in their professional life. Depending on their position employees do not use new technologies and as often as others. Higher is the position of the employee, higher is going to be the need to access to emails everywhere and at any time and to be reachable time. This necessity and urgent need to be able to reachable and to be contacted increased with the apparition of mobile phone, smartphones and laptops.

New technologies are easy to bring from the professional life to the personal life. For employees, it is easier to read, answer to emails or to work in an online file on a laptop. Instead of having to take some paper files with the possible risks of lost, theft, or simply the risk of deterioration of the documents. To spend time at home to work for the company is not always

²⁴ 2013, online image, www.iab.org.nz, page viewed on 18th January, 2015

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an obligation from the company and this practice might create even some tension when there is a separation between the employee and the company or when the employment contract ends. The employee can sometimes claim and argue about the time spent at their home to work for the company and which has not been paid. In this case, an arrangement can be found and made by the two parts (the ex-employee and the company) or the legal court has to give its opinion and its decision about the issue of the situation.

3. Negative effects of technologies on work-life balance

New technologies represent the first intrusion from the company into employees' house. From the moment where they pick up the phone, employees allow their work and their professional life coming into their personal life. Some employees say that they: ²⁵ “resent the smartphone's infringement on family time: “When your phone buzzes,” One ruefully noted, it's difficult to “keep your eyes on that soccer field.””

For some employees it represents an extension of their working day. But for others it can be considered as an intrusion in their life that they have to accept and to master. It is sometimes difficult for employees to find the right limit between answering to a phone call when an important client is calling for business or when the company is calling for an important thing and to answer to every single call received by the phone. This even when it is about minor affairs.

Each employee have to choose and to decide what is the best for them in order to do not be overloaded by their work and to be able keep a part of free time and a private life. Which has not to be interrupted by the intrusion of professional phone calls. Some employees who do not need to be at the office and who are traveling most of the time decide of their planning and of their working hours where they will pick up their phone. Their colleagues use to know that and are not allowed to do calls after some time. Or they know they will have not have any answer. So it is not useful to make calls except in case of real emergency. Others prefer to let

²⁵ Grovesberg B. 2014, “Leadership & Managing People”, [Harvard Business Review], <https://hbr.org/2014/03/manage-your-work-manage-your-life>, page viewed on 28th April, 2015

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their phone open and to deal with their personal life in order to answer a maximum to calls. For example, they can decide to do not answer while they are taking care kids' homework but to answer to calls, text message and email later in the evening. This organization depends on individuals' personal situation and priorities.

a. A phenomenon of dependence increased by the modern world

New technologies can be compare to a dependence. The scared to miss something important and the desire to be always more reactive is present in employee's head (most of the time for employee with high responsibilities positions). Employees have the feeling if they miss an something (a call for example) and do not show they are reactive and aware of the life in the company. Or about the advancement of their work every time something happens, they will loose of their credibility and might miss potential opportunities for their career advancement.

This feeling of constant insecurity has been increased those last six years in France and in Canada due to the economic and financial crises. This situation is even truer in France where the economical and the social environment tend to be more negative than in Canada.

This difference is explained by the flexibility of the labour environment and market of Canada. This flexibility and the speed of labour market are two factors that increased the recovery of Canada's labour and its economic environment. Even if the recovery was faster in Canada than in France, the climate of insecurity still here and employees are less optimistic about their future than what it used to be ten or twenty years ago. France tends to be less optimistic about their future and more pessimistic. That is the reason why, employees are more willing to accept and to do more in their jobs. This in order to have a similar feeling of security as they used to have. Some employees check their personal emails account as they are doing the same with their professional email account.

Receiving emails on their personal phone is one of the first step in the introduction of the professional life in the personal cycle. Some smartphone's application have been created in order to be able to create the same or similar documents (such as power point presentation,

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written word documents, or excel type sheets document) not in computer but also by using smartphones.

The goal of those applications is to be able to do the work no matter where people are. Having those applications is a way to remind to employees what they have to do. Because they have their smartphones always with them this is a constant reminder. It represents an informal pressure for employees. For employees having such applications on their smartphone can be seen in two different ways.

For some this is the insurance they can organize themselves as they want to. If they want to work very early in the morning in order to have more free time and to stop working earlier in the night they can do. And they are not limited by office's hours opening. This freedom gives much more flexibility to employees and can satisfied both sides: the employee's side and the company's side.

b. Smartphones and limits

Giving a phone or a smartphone to an employee is seen as a sign of engagement and of responsibilities by the company. It proves his trust in the employee and his work. Companies and employees need to be conscious that with a professional phone, barriers can be broken easily. For example by giving their professional phone number to their families or their friends, this professional phone can have an absolutely different use than what it is plan for. Using the smartphone as a camera in order to take personal picture is a lack of respect to the respect of the contract related to the phone between the employee and the company. Because most of the time, in most of the jobs employees does not have to take pictures.

For companies, it is easy to check if the employee respects rules or also use the phone outside of the working hours. That is the reason why, when employees need a phone with basics features and just to give some few calls, companies prefer to buy cheaper and simpler and basics. So employees do not have any temptation to use their phones for another utilisation than the one which is supposed to be. For example they can go into the internet in order to look for personal things or to organize personal events.

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The intrusion of the private into the professional life can sometime be tolerate by companies and employers if the employee does not use the phone for personal reasons on his working time. So it does not decrease the quality and the time spent at work and the productivity. This kind of win-win deal satisfies both parts: the employee and the company.

When personal factors and the personal utilisation takes too much time in employee's phone utilisation, companies and employers have to be able to react. Not only to punish the employee for non-respect of the rules and of the contract. Also to teach them and help them to create limits between what can be done in the professional time and what has to be kept for the personal time. Punishment or memento are different ways to help employees to realize the opportunity they are having to be able to control their autonomy.

4. Solution to deal with new technologies

Giving more freedom and more flexibility to employees is an advantage for companies. By being able to work at any place, is an opportunity because no matter what happens to the employee, he will be able to do the work. If he gets sick or has to stay at his place for any reasons (for example a child sick and no possibility to have someone to take care of him for the day and neither to leave him alone), the company and the employer know that even if the employee is not in the office, he will be able to work, to avoid to be late and to do not penalize his colleagues and the company. From a recent study made by Randstad in the United States of America,²⁶ “Up to 45 percent of employees feel obligated to check-in after business hours or while on vacation, and another 26 percent feel guilty for using their vacation time, not working from home or if they're sick.”

²⁶ Barakat C., 2014 “Techonology is eroding the work/life Balance [Study]”, online document, <http://www.adweek.com/socialtimes/technologies-eroding-work-life-balance-study/200010> , page viewed on 15th January 2015

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With their apparition, new technologies introduced a new concept: the teleworking, or home-work. This practice changed the employees' life in many ways and also companies' human resources policies and strategies. Glad to connected computers and exchanging data, no matter where the employee is, he can work his work and project without moving from his house. This solution can be an economy of time and of money for both employees and companies. For employees working in companies located in big cities areas, transportation represents an important cost items of money and a big waste of time.

Allowing teleworking some days of the week gives flexibility to employees who can organize their work and their life around their obligation. For companies this is a win-win situation, because employees are less stressed at work, in a better mood, with higher motivation and also, it saves space in offices. Some authors found out that ²⁷ “The authors posited that telework encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute”. This criteria is important at a moment where real estate's prices increase and where companies want to save money due to the economic crises.

For the company the advantage is to have an employee with his professional tools everywhere with him. This is the insurance that in case of phone call from client or others employees when the employee is not in the office, he will be able to react and to do the necessary adjustment or modification without having to go to the main office to use the main computer in order to do the work. But it can be dangerous sometimes due to confidential information. If the smartphone is stolen with saved passwords and usernames on it, that means that the person who stole the phone will be able to access to all the information and maybe to give them the competitors. Even if not this situation does not happen all the time, this is a risk that companies have to think about and to take into account.

²⁷ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

5. Conclusion

In this part, we saw that more than never, new technologies took an important place in employee's life.

New challenges are coming from employees and companies. Companies have to invest more than before in order to allow employees to work without having to come every day at the office. It gives more opportunities to employees to be proactive and when needed to meet clients. However with new technologies it is easy to break limits. For employees it is easy to bring their own devices at work or to go on social media with a personal perspectives. They can also bring their work at home and that can be dangerous for their own work-life balance and for the company because confidential information can be reveal in an intentional way or not.

III. Cultural aspect

1. Introduction:

Culture separates and creates distance between individuals. Individuals define themselves by their nationality. Companies have different employees with profiles and different culture. They attract people and employees with their image, their reputation and their different political aspects.

When companies are big or even multinational, their employees' reputation is a brand that they have to develop. A big company with a multinational dimension and a good employer's image attracts more candidates, keeps the one who are already inside and makes the company powerful in case of potential conflict. But measures taken by a multinational has limits.

In this part we will see how the Inglehart theory can explain cultural differences and how those differences are transcript in the legal point of view. To conclude this part, we will see the situation of a multinational and their action on work-life balance and also their limits.

2. Inglehart theory

Every person (and every employees) has different values. Values are personal's principles or standards of behaviour. Values are defined as a part of the personality and of the culture of the person. They guide choices and decision making. They determine what individuals allow to themselves to do or not. Values are defined by the education and the experiences the individual had on his life. They can change with the time, when people are getting older but cannot change from one extreme to another one. Values determine what people are willing to accept or not.

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a. Inglehart theory

The Inglehart theory says that values and their perceptions are different depending on the culture. The author of the theory this named Ronald Inglehart and he developed his theory with two axes of analyses:

- He opposed traditional values against secular and rationalist values
- He also opposed survival's values with values of self-expression.

The difference and the goal of his study with the other ones that already existed is that he choose many countries in order to see if it was a real difference of values between them and their citizens and the evolution of all those things. In order to demonstrate and to explain the theory more clearly two axes are used: one going from traditional values (for example authority, values related to beliefs and to the family) up to modern and rational values (linked to democracy and to innovation. The second axe is going from survival's values (such as security or belonging) up to values used by people to express themselves (for example welfare, creativity or life's quality). Results are expressed by using individual's location, their faith, ideology and the language they are speaking. (See annexe 11). The particularity of this theory is that it proves that depending of the values it is possible to bring closer some cultural and geographical area. From Inglehart's searches (that last for around thirty years), seventy per cent of the values can be filled on the two axes that he defined. The horizontal axe represent at one of the extremity survival's values and at the other the blossoming's values. The vertical axe has at one extremity traditionalist values and at the other one rationalist's values.

This theory demonstrate that values are demonstrate by the physic security and by the economic (and the economic environment). People who are threat and in danger, who eat enough everyday have more freedom and feel better on their life. In this case, survival's values are replaced by values such as democracy or environment's protection for example.

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b. Inglehart's theory in application

The type of activity and of industry where individuals are working influence a lot individual's values and perception. For example in some sector of activities beliefs are very important. Due to the fast evolution of the economy those last fifty years, people have to adapt their values to the environment and its codes. So this is the reason why the values of the axe tend to go more to innovation and creativity. Canadian values tend to be more liberal than the French one. These differences of values impact individual vision of work-life balance and personal life and professional life definition. So people from Canada will be more likely to integrate their professional life without making a big deal about it. Whereas in France, it is important for people to really separate the private life from the professional.

To illustrate those statements, there are some example from my interviews, in Canada, the notion of house is very important it came back many times. That is the thing that mainly separate private life from the professional life. For Julie Maltby (director of the permanent department at Quantum Management Services) her private life starts "when I am in the country in my house". This statement is the same for Julia Ivanova, for her as well, her private and personal life "starts usually when I get home from work". Differences are very visible when I asked to people when their private life started. Concerning Canada, the answers above were given, whereas in France, Pauline Bouton said that her private life "started with personal subjects". The answer of Lucile Moukouyou is also is also very rational when she answers that her private life starts from her birth.

In the image about the Inglehart's theory (see Annexe 11) we can see that there are differences of values between France and Canada. However it is important to do not forget that those affirmations still generalities and are not applicable for each single person living in France or in Canada. In France, people tend to have more rational and secularist values combined with personal blooming values. Whereas in Canada which is an English speaker country, Canadian citizens use too have more traditional values and (such as France) personal blooming values.

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The theory defended by Hakim as well: ²⁸ “demonstrates that individual choice is constrained by organizational culture, which in turn is strongly related to sector-specific cultures (as in engineering or knowledge work, for example). Individual choice is also circumscribed by prevailing national gender cultures and expectations and labour market opportunities.”

3. Legal aspect of work-life balance in Canada and in France

The history in France and in Canada are very different.

France has a strong revolutionist past, with the French revolution for example. France had to fight in order to keep its borders as they are now. France's culture was less influenced than some other countries, because even if the country has been invaded some time, the whole country itself has never been occupied by others culture. Whereas Canada has a strong past with the immigration. Canada has been influenced by many countries and culture such as France, United Kingdom. Canada is officially independent since July 1st 1867, date where the Canadian Convention has been created. Moreover, Canada is a country divided in states with their own laws and own rules even if influenced by the country's government that still the priority one. Whereas in France, the government of the state is the only one to decide about the law and rules of the country.

So that is the reason why their politics, country's needs and the ways citizens react are different. France use to be very protective with people. From the French revolution, people are willing to defend their interests and to express their opinion when they disagree. The right to strike is recognized by the French law and by the French government, trade union have a strong power and a strong influence. Their opinion is essential when a decision is taken.

²⁸ Gregory A. and Milner S., 2009, “Editorial: Work-life balance: A matter of choice?” [Gender, Work and Organization. Vol 16. No. 1 January 2009], <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-0432.2008.00429.x/epdf>, page viewed on 29th April, 2015

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In some point, Canada is stricter than France. For example, in order to check for references, in Canada, it is mandatory to have the approval (spoken or written one) of the person. If it is not done, the personal can complain and bring this affair to the justice. Whereas in France that is not the case. Such a rule or a law does not exists.

a. In France

In Europe the respect of private life is very important, the article 8 of the Convention for the protection of Human Rights and Fundamental Freedoms is about this subject and says: ²⁹ “Everyone has the right to respect for his private and family life, his home and his correspondence.”

It also says that ³⁰ “There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.”

This article shows to much the history left some injuries in Europe and the desire to create rules in order to avoid some previous mistakes. The convention has been created and signed in November 4th 1950 and still applicable. The article from the French law number L1121-1 declares ³¹ “that no one can bring the people’s rights and to individual’s and collective’s

²⁹ European Union, 2010, “Convention for the protection of Human Rights and Funndamental Freedoms as amended by Protocols No. 11 and No. 14”, online document, <http://conventions.coe.int/treaty/en/treaties/html/005.htm> , page viewed on 13th January 2015

³⁰ European Union, 2010, “Convention for the protection of Human Rights and Funndamental Freedoms as amended by Protocols No. 11 and No. 14”, online document, <http://conventions.coe.int/treaty/en/treaties/html/005.htm> , page viewed on 13th January 2015

³¹ French government, 2008, “Code du travail – Article L1121-1, online document, <http://www.legifrance.gouv.fr/affichCodeArticle.do?idArticle=LEGIARTI000006900785&cidTexte=LEGITEXT000006072050> , page viewed on 13th January 2015

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freedom any restriction that would not be justified by the nature of the task to do and neither proportional to the goal to reach”.

France has some specificity that differ it from others countries, ³² “the domestic division of labour is relatively traditional in France, and that this is associated with higher levels of work-life conflict”. The country ³³ “have historically offered extensive childcare supports to working mothers.”

In order to respect the work life and to try to create a sort of balance, the France government created some days that employees can take and that companies cannot refuse. Those days are mandatory. However those days can be more, depending of the convention of the sector of activity of the company. When days are more than what it is planned by the law, that means that trade union negotiated before. Those days are for special familial occasion.

In France, they are applicable and possible to take in the following case:

- Wedding:
 - o Four days for the wedding of the employee
 - o One for the wedding of a child of the employee
- Civil Union (PACS):
 - o Four days
- Death:
 - o Two days in case of the death of the spouse, someone united by the civil union (PACS) or a child
 - o One day in case of the death of the mother, the father, spouse’s father, spouse’s mother, the death of a brother or of a sister
- Birth or adoption:
 - o Three days

³² Crompton R. and Lyonette C., 2005, “Work-Life ‘balance’ in Europe”, online document, www.genet.ac.uk/workpapers/GeNet2005p10.pdf, page viewed on 30th May, 2015

³³ Crompton R. and Lyonette C., 2005, “Work-Life ‘balance’ in Europe”, online document, www.genet.ac.uk/workpapers/GeNet2005p10.pdf, page viewed on 30th May, 2015

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In France when a member of the family of the employee has a handicap and at the condition the employee stayed in the company for at least two years, the employee can benefit of a non paid leave in order to support her family.

From the law number 2014-288 of March 5th 2014. This is called ³⁴ “a leave for familial support”. It can last for three months and being renew as soon his length does not exceed one year in the employee’s entire career. When the employee has a leave for familial support, he cannot exercise another work or any professional activity. This leave is taken in account when seniority bonuses are count and decided by the company. In France every branches and sectors of activities have agreement of branch, but in this case any agreement reverse to this law is null and void.

When days for “special familial event” are taken by the employee, the employee is paid even if he is not working. They are paid as if the employee was working those days; this law’s goal’s is to protect a minimum employee private life and to permit them to take time and to be able to attend to special life events.

In France, the government tries to involve companies in order to help employees to have a better work-life balance. In France, in 2001, the Court of Cassation declared that “an employee has the right, even when he is at his work place and when he is working to the respect of the intimacy of his private life.” Moreover, in France when an employee has a grave illness, the employer has the legal obligation to give him has many days of leave as needed in order to recover.

From the French jurisprudence, the employer can watch his employees when they have been individually warn about it. He is also on his right when he access to some document in the work place. The French law allows an employer to fire an employee due to an excessive use of internet. Some facts from the employee’s private life can be the reason from the end of the contract between the employee and the company for exceptional reasons. Moreover, companies can give rules to employees about the way they dress, even for some of them that can represent

³⁴ French gouvernement “ Loi n°2014-288 du 5 mars 2014 relative à la formation professionnelle, à l’emploi et à la démocratie sociale », online document, <http://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000028683576> , page viewed on 12th January, 2015

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a part of their private life. For some position like in factories, uniform and a specific outfit are mandatory for the employee's safety. That is the reason why in those case, the company decides of the ways employee have to dress up. This is a step in employee's private life, but it is use to be understood by employees. Rules are not always created in order to constrain employee but also to make sure they are working in good condition.

b. In Canada

In Canada some laws are created by states so we can see differences from one state to another one. But it also exists mandatory leaves in case of exceptional events in the employee's family.

- Natural death:
 - o One day of leave paid by the company of a child, a spouse, child's spouse, mother, father, brother or sister and four other days unpaid and to his own cost
- Suicide of a child or of the spouse:
 - o The employee is allowed to take one year of leave on his own cost.
- Death from a criminal infraction (for example a murder),
 - o The employee is allowed to take two years of leave on his own cost.
- Death of a son/daughter in law, of grandmother, of grandfather, of a grandson, of a granddaughter, of the father/mother/brother/sister of the employee's spouse,
 - o Employees are allowed to take one day of leave on his own costs.
- Weeding:
 - o One day of paid leave for the employee's weeding
- Weeding of a child, of the father, of the mother, of the sister, of the brother or of one of the child of the employee's spouse
 - o The employee can take a leave on his own cost. In any of those situation, the employee has to advise his employer at least one week before the date.

In Canada, employees can leave their job the equivalent of ten days (no paid days it is important to precise) in the year in order to complete his obligations/ mandatory procedures

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about the health, the care or the education of his own child/children, of the child/children of his/her spouse. Or the employee can take those days in reason of the condition of health of his/her spouse, father, mother, sister, brother or grandparents. But in any case, the employee has to agree. Those days can be taken in half day, it is not mandatory to take the whole day in once. Moreover, employees can leave their job the equivalent of twelve weeks in a year (without any salary) only if their presence is mandatory next to their child/children, spouse, parents, sister, brother or grandparent because of a grave illness or of a dramatic accident.

If the employee's children is under eighteen years old and has a grave illness than might be fatal for him, the employee can ask to increase this leave up to 104 (unpaid) weeks. This exceptional leave is also allowed when the child (under eighteen) has been seriously injured from a crime. The company and the employer are now allowed to give your sanctions or to refuse those leaves.

Social media are at the limit between the private life and the professional life. The limit is very tight. Is something that an employee wrote about the company part of his professional life or of his personal life? In France, the legal said that if the count or the publication are open and public, this can be seen as a violation to the company image. So the company is allowed to resign the employee.

4. Multinational example: good and bad aspects for measures in favour of work-life balance

Google is in the top 10 of best companies to work for in the world and in the top of best companies people would like to work for in the world as well. In 2014, some newspapers selected Google as the "Best Company to work for".

When Google has been created in 1998 by Larry Page and by Sergey Brin their idea has been to create a website able to redirect people in others websites. Google is the first website whose strategy is that users spend a minimum of time on it.

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Google's human resources' choice is to put their employees in the centre of its strategy. That means the human resources are one of most strategic and powerful department of the company. Google gives many advantages to its employees such as medical insurance (this is not mandatory in every countries where Google has offices), life insurance, child care, flexible working hour, traveling assistant or accident insurance...

One of Google's strength is its strong community with its own codes, language and behavior. Employees who are working for Google are named the "Googlers". In counterpart, of the advantages, the excellent working environment and the community the company expects a high level of performance and of engagement from them.

a. Google's low hierarchy distance strategy

Google's hierarchy levels are reduce to the minimum. Google's idea is to be a multinational acting like a start-up. That implies to be close to employees and to understand them. In Google's offices everything has been created and organized in order to increase the efficiency and the quality of work.

For example, in the head office, employees can enjoy free food, that helps to create a balance between private life and professional life. Because that implies that employees do not need to prepare and to bring their own food from home to the office. For the personal life of employees that means that they can spend more time with their children, their family or doing whatever they want without having to think to prepare and to bring their lunch in the company. It is a factor of stress in less and also a cost in less. For the company it is also a way to increase the social link between employees by meeting each other in the catering, employees create and develop links and it increase the culture of the company. It also permits to retain employees and to keep the attrition rate very low because employees know it would be difficult to find a similar quality of life anywhere else.

Few years ago, Google gave a survey to around 4,000 of its employees. It was an anonymous survey in order to have more transparency and to motivate employees to answer to it.

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The company discovered that employees had two different visions of their work-life balance and separated them in two categories depending of their vision:

- The Segmentors
- The Integrators

In their opinion, Segmentors are all the employees able to really separate their private life from their professional live. They can do the difference, which means not to think about their private life when they are at work and to do not think about their professional life when they are in the private circle. From those questionnaires and their analysis, Google realized that less than the third of its employees thought they were able to keep a balance between private life and professional life.

However the “Integrators”, the one who are were not able separate their private life from their professional life represent sixty nine percent of Google’s payroll.

One example of differences between “Segmentors” and “Integrators” that can be easily seen. “Integrators” do not wait for their emails to come but they refresh their Gmail account even if it is not useful and that emails will not come faster when they do this. Without a surprise, the study showed that “Integrators” would like to be able to act more (and to become) like “Segmentors”. In order to face this problem Google looked for solutions.

In Google’s Dublin office in Ireland, a program named “Google Goes Dark” has been created. The content of this program and its goal is to help employees to separate their private life from their professional life. That means that people have the obligation to leave their professional devices (such as professional phones and computers) at the front desk of the office when they leave in the night to come back to their home.

b. Google’s solutions

When in 2007, the company realized that women were quitting the company much more often that man. The company analysed this phenomenon and it appeared that it was not only women, but women who just gave birth to a child who were leaving the company, twice more

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than the average attrition rate of the company. The company decided to change its policies concerning maternity leave. The previous one gave twelve weeks of paid leaves (for offices in California and seven weeks of paid leave when the office was outside the state of California in the United States of America), such as in the majority of the companies in the IT industry.

The new plan gives five months of leaves, with full payment, full benefits. Google also gives seven weeks of leaves to all new parents in the company no matter in which country the Google's office was. The organization of those five months was up to the employees' desires. Women can take a bit of this time before their due date or keep the time for when the baby is here. This is up to their own choice. Google also gives the opportunity to women to go back to work with a part time in order to get the habit to organize this new life with the work in Google. Since this new plan has been implemented in the company, the rate of leaving women decreased in a significant way: there are fifty per cent less of women leaving the company. That represents a lot of economy for the company. From the Human Resource manager, with the saving of recruitment costs, five months of maternity leaves do not cost anything to the company. Google also create policies for paternity leaves in order to be fair and to do not do any kind of discrimination. New fathers can benefit of seven weeks of full paid leaves with all benefits. That permits to new parent to adapt their personal life to the arrival of the baby and to prepare their organization before going back to work.

Google's goals is to have equilibrate employees with a good health, psychosocially balanced. The company realized that it is a way to increase employees' motivation and productivity. That is the reason why employees have a gym in their office. Gyms are more developed in companies now, but when google decided to create sport room, it was one of the first company who did it. Because employees with a healthy life means that they are less willing to be sick and that reduces the absenteeism (and its related costs) in a significant way.

Google use to be the first one in human resources innovation. The company is one of the first one in the world who allows its employee to bring their pets (such as cats, dogs etc.) inside the office. Google have learnt how to attract and keep its employees. Nowadays its employer's image is one of the strongest in the world. Google strength is to put the employees in the heart of its strategy and of its decisions.

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c. Limits of Google's action

Google is very famous for its actions in favour of employees, of the multitudes of services the company provides to them. Those actions are not implemented without any interest from the company. The goal and the principal motivation of the firm is to have employees ready to work for very long hours, to give all their knowledge and attention in the firm in order to have a better development, more growth and to earn more money.

It also have some negatives effects. Employees might become dependent of the company and its services. They can also feel lost if the contract end. Working again in a company that offers a smaller range of services in favour of work-life balance can destabilize even more employees and mess up their balance because they forgot for a time how to maintain this balance without company's help.

Another negative aspect of Google's action in favour of work-life balance is that its action are so many, that some employees might have a reject of everything the company does. By acting in favour of work-life balance, Google creates a kind of golden prison around its employees and some employees might have the feeling to have less freedom. This feeling is explained by the fact that by refusing services provided by Google, and because of the perception (see the part one) of the other employees, a feeling for guilt and shame is created. It implies to the employees to do like the others if they want to be part of the Google's community, "the Googler".

Hoverer as some theories demonstrate it:³⁵ "certain work-life practices may be ineffective in reducing inter-role conflict if they do not cater to a worker's particular values, needs, or preferences for managing multiple roles."

³⁵ Beauregard A and Henry L.C., 2009, "Making the link between work-life balance pratices and organizational performance", online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

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³⁶ But: “A few studies have identified moderators of the practice availability – Job attitude link. Kossek and Ozeki’s (1999) review suggests that the provision of flexible work hours will be positively related to organizational commitment only if employees perceive the flexibility as increasing their control over their time. Similarly, Wang and Walumbwa (2007) found that the availability of flexible work arrangements was associated with increased organizational commitment for banking employees in China, Kenya, and Thailand only when employees perceived their supervisors to exhibit transformational leadership behaviours, including individual consideration.

5. Conclusion

Culture is a factor that company cannot ignore, especially multinational have to deal with different cultures depending of the countries where they are implemented. Some theories can explain and prepare the companies to face cultural issues and to understand their employees.

³⁶ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/>, page viewed on 1st May, 2015

Conclusion

As said in this document,³⁷ “weekly hours of work were significantly associated with work-life conflict”. Work-life balance is a question of perception and the quantity of working hours is influence the perception. Can a French citizen working five days a week for thirty five hours have the same perception of their work-life balance than an Indian citizen working six days a week for forty eight hours. The answer is no. Mainly because of their age, their gender and their culture that will influence on their priority.

As explained in many studies³⁸ “Availability of work-life balance practices has also been related to increased affective commitment and decreased turnover intentions”, work-life balance has become a strategic tool for companies and can become a competitive advantage for them. Companies cannot avoid it anymore and pretend to do not see the difficulties they face to retain their employees and to face their absenteeism and lack of motivation.

Companies are partly responsible of the work-life balance of their employees such as employees are partly responsible of the results of the company they are working for. However implement measures in favour of work-life balance is not always enough has employees can feel/be judged when they are taking some benefits from it.

The modern world where we are living now complicates the situation for individuals because new technologies can interfere in the professional life and also in the personal life.

Work-life balance is a choice made by individuals they are the only one who can decide for themselves what they want and if they want to have this balance or if they are comfortable with their situation. However the culture is important, as it is innate for individual, they are born

³⁷ Crompton R. and Lyonette C., 2005, “Work-Life ‘balance’ in Europe”, online document, www.genet.ac.uk/workpapers/GeNet2005p10.pdf , page viewed on 30th May, 2015

³⁸ Beauregard A and Henry L.C., 2009, “Making the link between work-life balance practices and organizational performance”, online document, <http://eprints.lse.ac.uk/25224/> , page viewed on 1st May, 2015

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with this, it can evolve with their life and their experiences but it still present and influence their decision and their life.

To conclude we can say that work-life balance is a mix between three factors:

- Individuals' culture
- Individuals' choices
- Companies facilities and measure against work-life balance

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ANNEXURES

1. Companies

a. Annexe 1 : Quantum Management Services



b. Annexe 2 : Belvia Immobilier



2. Questionnaires :

a. Annexe 3 : French version

Mémoire de fin d'étude : Equilibre entre la vie privée et la vie professionnelle.

Merci de prendre le temps de répondre à ce questionnaire avec autant de détails que vous pouvez et de me le renvoyer dès que possible. Toutes les informations que vous écrirez resteront confidentielles et si vous ne souhaitez pas que votre nom soit écrit dans le questionnaire, merci de me le faire savoir. Le but de ce questionnaire est de mieux comprendre comment s'opère l'équilibre entre votre vie privée et votre vie professionnelle.

1. **Comment définiriez-vous votre vie privée ?**
 - a. **Que représente-t-elle ?**
 - b. **Où commence –t-elle ?**
 - c. **A-t-elle une limite ?**
2. **Comment définiriez-vous votre vie professionnelle ?**
 - a. **Que représente-t-elle ?**
 - b. **Où commence –t-elle ?**
 - c. **A-t-elle une limite ?**
3. **Avez déjà eu à choisir entre votre vie privée et votre vie professionnelle ?**
 - a. **Si oui pourquoi et comment avez – vous fait le choix ?**
 - b. **Si non si jamais vous aviez à faire ce choix comment vous y prendriez-vous et comment réagiriez-vous?**
4. **Vous arrive-t-il de privilégier l'un ou l'autre ?**
 - a. **Pourquoi ?**
5. **Comment gérez-vous votre carrière avec votre vie privée et ce qu'elle implique ?**
6. **Pour vous que signifie avoir un équilibre entre vie privée et vie professionnelle ?**
7. **Quel est votre équilibre idéal ?**

- 8. Croyez-vous qu'il puisse exister un équilibre durable possible entre la vie privée d'un salarié, sa vie professionnelle et sa carrière ?**
- 9. Considérez-vous avoir une vie professionnelle et une vie privée équilibrée**
- 10. Que pensez-vous que les mesures visant à augmenter la flexibilité des employées ?**
 - a. Des mesures semblables sont-elles déjà en place dans votre entreprise ?**
 - b. Vous poussent-elles à être plus efficace et productif ?**
 - c. Avez-vous l'impression de mieux concilié votre vie privée et votre vie professionnelle ?**
- 11. Quels types de mesures attendez-vous ?**
- 12. En tant que manager avez-vous des directives qui vous poussent à améliorer les performances de vos employés tout en limitant vos dépenses ?**
- 13. Si oui, comment faites-vous pour booster la productivité de vos équipes ?**
- 14. Comment jugez-vous le rôle du législateur face à cette question de l'équilibre ?
Que pourrait être amélioré ?**
- 15. Que pensez-vous des mesures visant à améliorer l'équilibre entre la vie privée et la vie professionnelle des employés?**
- 16. Vous sentez vous parfois dépassé par la quantité de travail qui vous est attribué ?**
 - a. Avez-vous déjà fait part de ce constat à votre manager ?**
 - b. Si oui quelle a été sa réaction ?**
 - c. Si non pouvez-vous expliquer pourquoi ?**
- 17. Utilisez-vous les réseaux sociaux professionnels en dehors de votre temps de travail ?**
 - a. Si oui à quelle fréquence ?**
 - b. Quels réseaux sociaux ?**
 - c. Pour quelle raison ?**
 - d. Dans quel contexte ?**
 - e. Pouvez-vous recevoir vos emails professionnels sur votre téléphone portable ?**
- 18. Consultez-vous votre boîte mail en dehors de vos heures de travail ?**
 - a. Dans quel contexte ?**
 - b. Dans quelle tranche horaire ?**
 - c. Pour quelle raison ?**

Work-Life Balance stakes: Comparison between North America and France

19. Votre manager vous pousse –t-il à travailler depuis chez vous ?

a. Cette influence est-elle positive ou négative ?

b. Comment jugez-vous cette action ?

20. Votre entreprise/ manager est-elle flexible en ce qui concerne les horaires de travail, l'aménagement et le lieu de celui-ci?

Merci d'avoir pris le temps de répondre à mon questionnaire et de me le renvoyer dès que possible. Si vous avez la moindre question, n'hésitez pas à m'envoyer un email à l'adresse suivante :

Work-Life Balance stakes: Comparison between North America and France

b. Annexe 4 : English version

Questionnaire about work-life balance

Thank you for taking the time to fill this questionnaire with as much details as you can and to send it to me as soon as possible (preferably before January 18th). All the information you will give to me will stay confidential and if you do not want to your name will not be written in my thesis. The goal of this questionnaire is to better understand the balance between your private life and your professional life.

- 1. How would you define your private life?**
 - a. What does it represent?**
 - b. Where does it starts?**
 - c. Does it have a limit?**
- 2. How would you define your professional life?**
 - a. What does it represent?**
 - b. Where does it starts?**
 - c. Does it have a limit?**
- 3. Did you ever had to do a choice between one of them?**
 - a. If yes why and how did you made that choice?**
 - b. If no how would you react if you ever had to do this choice?**
- 4. Did you sometime do the choice to give priority to one compare to the other?**
 - a. Why?**
- 5. How do you manage your career with your private life?**
- 6. In your opinion what does it means to have a work-life balance?**
- 7. What is your ideal/perfect balance?**
- 8. Do you believe that a long term balance is possible between private life, professional life and career?**
- 9. Do you think you have a balance between your private life and your professional life?**

Work-Life Balance stakes: Comparison between North America and France

10. What do you think that rules created in order to increase the work flexibility?
 - a. Do you know if any measure have been taken in place in your company?
 - b. Does it pushes you to be more efficient and productive?
 - c. Do you have the feeling that your private life and your professional life are more balanced?
11. What kind of directive are you expecting?
12. As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?
13. If yes, how do you do to increase your team's productivity?
14. What do you think about increasing the balance between private and work life?
15. What do you think about the role of the state and of the legal about thing question?
 - a. What could be better?
16. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?
 - a. Have you ever let it know to your manager?
 - b. If yes what was its reaction?
 - c. If no, can you explain why?
17. Do you use professional social media/network out of your work hour?
 - a. If yes, how many times a day, a week or a month?
 - b. Which one do you use?
 - c. Why and in which context?
18. Do you go on your emails out of your working hours? In which context?
 - a. At what time?
 - b. For which reason?
19. Does your manager push you to work from your home?
 - a. Does it influence you and your work in a positive way or in a negative way?
 - b. How do you judge this action?
20. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

*Work-Life Balance stakes: Comparison between North America and
France*

*Thank you for the time you spent to answer to this questionnaire and to send it to me
back. If you have any question please send me an email:*

Work-Life Balance stakes: Comparison between North America and France

c. Annexe 5 : Julie Maltby

1. How would you define your private life?

a. What does it represent?

This is when I am in the country in my house.

b. Where does it starts?

c. Does it have a limit?

2. How would you define your professional life?

a. What does it represent?

This is my blooming, when I am at work with my team

b. Where does it starts?

c. Does it have a limit?

3. Did you ever had to do a choice between one of them?

Yes at the beginning of my career

a. If yes why and how did you made that choice?

b. If no how would you react if you ever had to do this choice?

4. Did you sometime do the choice to give priority to one compare to the other?

Sometimes at the begging.

a. Why?

Because I wanted a lot of things, a house a car, but with time it's getting better.

5. How do you manage your career with your private life?

It depends with your age you have to learn to say no.

6. In your opinion what does it means to have a work-life balance?

It is being able to work and to be able to stop and to have personal time

7. What is your ideal/perfect balance?

Work-Life Balance stakes: Comparison between North America and France

8. Do you believe that a long term balance is possible between private life, professional life and career?

Yes, but the perception change with time.

9. Do you think you have a balance between your private life and your professional life?

10. What do you think that rules created in order to increase the work flexibility?

It is good for parents.

a. Do you know if any measure have been taken in place in your company?

For example people can arrive a bit latter, have days when the kid is sick, sick leave days.

b. Does it pushes you to be more efficient and productive?

Not really.

c. Do you have the feeling that your private life and your professional life are more balanced?

11. What kind of directive are you expecting?

Being more flexible.

12. As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?

No.

13. If yes, how do you do to increase your team's productivity?

Not applicable.

14. What do you think about increasing the balance between private and work life?

15. What do you think about the role of the state and of the legal about thing question?

Lot of work to do, gap between successful and unsuccessful. The unsuccessful with is the average people, the government has try to help them but it is not even a balance.

a. What could be better?

Work-Life Balance stakes: Comparison between North America and France

The intention are there but they have a long way to go. For life balance for people with children I think the day care is quite good because they have a 7 days care. The minimum wage should go higher. Should take more control on retirement, retirement saving for everybody because they don't do it.

16. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?

Yes sometimes.

a. Have you ever let it know to your manager?

Usually I have to take a step back, when it happens to me, I manage the staff so the work has to be done with confident. Because there is a conflict sometimes I need to walk away take a day and I come back fresh. I need to talk with people in the organization and outside to have fresh perspectives.

b. If yes what was its reaction?

I do, she is very old school the philosophy is it's going to go away they don't, results do not come from her. There's no feeling, she does not understand or give a support, so if its concerning. She does not get it people are making a lot of money. It's a conflict so I use to go to other sources I use to go to her boss. We set down we talk, and we get others opinion. Like round table, try to find a solution. Normally yes. But the company is growing and there are new strategic people and the implement new technologies because the technologies is taking over they thing put things in to make more work they thing is the solution which is not always the solution

c. If no, can you explain why?

Not applicable.

17. Do you use professional social media/network out of your work hour?

Yes.

a. If yes, how many times a day, a week or a month?

Two to three times in a week.

Work-Life Balance stakes: Comparison between North America and France

b. Which one do you use?

I am using LinkedIn.

c. Why and in which context?

Looking at connection, when I'm looking for somebody it's natural to start in from of the TV and see if I can find good people.

18. Do you go on your emails out of your working hours? In which context?

Yes.

a. At what time?

In the morning and at night.

b. For which reason?

To see if there are no emergencies.

19. Does your manager push you to work from your home?

a. Does it influence you and your work in a positive way or in a negative way?

No because this is the type of business.

b. How do you judge this action?

20. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

No because they feel it's a type of environment where you need to generate from the team spirit to be successful talk behind the screen and from home won't give you the same dynamic, we still in people business and people business needs this personal touch.

Work-Life Balance stakes: Comparison between North America and France

d. Annexe 6 : Julia Ivanova

1. How would you define your private life?

My personal life will drastically change when I am going to return back to work in 2 months, since I am a newly married, young mother who now enjoys to spend more time with my family. I want to make sure to keep my work separate from my home. It is crucial for my well-being. Therefore, I can say that my personal life was quite limited when I was working at Quantum.

a. What does it represent?

So you mean what do I do when I am not working? It represents plenty of fun activities: relaxing and sleeping at home (it sounds like a fun activity to me after an 8 hour day at Quantum); outings with family and friends; trips to places; movies; cooking new recipes; swimming and yoga; barbecues in the summer; board games with friends.

b. Where does it starts?

It starts usually when I get home from work, maybe I usually need an additional 30 minutes to disconnect and stop thinking about work.

c. Does it have a limit?

Unfortunately, it does when I have to return to my regular work routine.

2. How would you define your professional life?

My professional life is very demanding, fast-paced and quite stressful. Even though, I do have a satisfying feeling when candidates or clients are very grateful to have found the right match.

a. What does it represent?

It represents my ability to help qualified candidates find the right employment as well as the client to hire the right individuals for their companies.

b. Where does it starts?

It starts every day at 9 am.

c. Does it have a limit?

Work-Life Balance stakes: Comparison between North America and France

As per my contact it does, at 5 pm, but in reality, I had to work a lot of overtime, interview candidates over the phone, through Skype, at remote locations (coffee shops). Clients have emergencies when they require last-minute placements, so they can call you in the evening, on the weekend and YOU HAVE TO BE available. If you don't make yourself available, sometimes you might lose a client or a candidate or a placement. I do my best to never work on the weekends, but it happened in the past that I had to work from home during the evenings after supper.

3. Did you ever had to do a choice between one of them?

Yes, definitely, sometimes you want to watch that nice comedy with husband instead of logging in the interview or making a follow-up call, but you learn to prioritize. If I had no interviews in the morning, sometimes I would come in a little earlier to finish what I didn't have time to do the previous day, so I could relax and watch that movie. On the other hand, there were days, I really couldn't say no, because I had to make a phone call or send an e-mail since it was critical in order to make that placement.

In my opinion, as a new young mother, I will think over my decisions from now on and I will make sure I leave work at home and will only work from home in "crisis" type situations.

a. If yes why and how did you made that choice?

b. If no how would you react if you ever had to do this choice?

I would postpone everything until the morning, unless there is a REAL emergency.

4. Do you sometime do the choice to give priority to one compare to the other?

a. Why?

Since I am a mom, yes, my daughter is my first priority no matter what. Why? Because mothers will do anything for their children. Especially when your husband is a workaholic, you can't be the same with a small baby.

5. How do you manage your career with your private life?

I used to manage it poorly and I don't know what is going to be like in the future, but I am sure I will do fine, I am very resourceful and determined to control stress and work-life balance better.

Work-Life Balance stakes: Comparison between North America and France

6. In your opinion what does it mean to have a work-life balance?

It means to be able to disconnect from all work-related issues at 5-6 pm and spend joyful evenings and weekends with my family and give my 100% to them. It also means to be able to be as efficient as possible during my work hours and give my 100% as well.

7. What is your ideal/perfect balance?

My ideal balance is to have a flexible schedule and work 3 days a week with no work during the rest of the days.

8. Do you believe that a long term balance is possible between private life, professional life and career?

Yes, when you enjoy what you do and if you are able to keep your mind free from stress, I believe yes.

9. Do you think you have a balance between your private life and your professional life?

I had a very unequal balance, it was shifted a lot more towards work. However, it will change soon to a more appealing balance.

10. What do you think that rules created in order to increase the work flexibility?

a. Do you know if any measure have been taken in place in your company?

Well, we have a 35 hour work week, but you cannot normally work from home (it will be taken off as a personal day).

b. Does it push you to be more efficient and productive?

Every manager pushes you to be more efficient and more productive.

c. Do you have the feeling that your private life and your professional life are more balanced?

They will be.

11. What kind of directive are you expecting?

Structured, resourceful, tailored approach

Work-Life Balance stakes: Comparison between North America and France

12. As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?

My manager uses micro-management style, which actually decreases the productivity.

13. If yes, how do you do to increase your team's productivity?

Not applicable.

14. What do you think about increasing the balance between private and work life?

I think it is important to have a balance between private and personal life. In order to increase that balance, I need to shut down all work related activities at 5 pm on the weekday, to meditate, to enjoy all aspects of my personal life, to do more physical activities, to eat healthier, to rest well and to spend more time with my family and friends.

15. What do you think about the role of the state and of the legal about thing question?

Yes.

a. What could be better?

Well, the state can probably authorise more vacations and personal days for everyone as well as maybe additional days for young parents.

16. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?

Yes.

a. Have you ever let it know to your manager?

Yes.

b. If yes what was its reaction?

She made controversial advises: like I should rest, but I need to finish some other things before I leave.

Work-Life Balance stakes: Comparison between North America and France

c. If no, can you explain why?

17. Do you use professional social media/network out of your work hour?

Yes.

a. If yes, how many times a day, a week or a month?

At least 3-4 times in a week.

b. Which one do you use?

LinkedIn.

c. Why and in which context?

To find qualified candidates, answer requests and messages.

18. Do you go on your emails out of your working hours? In which context?

a. At what time?

In the evening between 7 and 9 o'clock at night.

b. For which reason?

Work e-mails seldom, but I do to cover "emergencies".

19. Does your manager push you to work from your home?

No, not really. But sometimes you have no choice.

a. Does it influence you and your work in a positive way or in a negative way?

My work is influenced in a positive way, but my life is probably suffering.

b. How do you judge this action?

20. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

Not really. I could maybe convince my manager in a critical situation, but in general I have to be at work every day from 9 to 5.

Work-Life Balance stakes: Comparison between North America and France

e. Annexe 7 : Justine Michaelis

1. How would you define your private life?

This is everything that is outside from my work hours. This are my leisure, my sentimental situation. Everything which is not about my work (so Quantum) this is my private life.

- a. What does it represent?**
- b. Where does it starts?**
- c. Does it have a limit?**

2. How would you define your professional life?

- a. What does it represent?**

My professional life is everything that happens between 9am and 5pm at the office in my labour hour. This is not the office at the geographical SENSE of the term because when I am going to client's office it still my professional life. This is a real social link and favour my integration especially because I am not Canadian. Meeting new people this is a real balance. I do not see myself without any professional life which is as important as my personal life. My professional life never really stops because I have friends asking for jobs or giving me their resume. Daily I check my emails on my phone, in the evening, the week end.

- b. Where does it starts?**

My professional is always present such as my private life.

- c. Does it have a limit?**

I think that my professional life stops when I am sleeping.

3. Did you ever had to do a choice between one of them?

Yes.

- a. If yes why and how did you made that choice?**

For example right now, I would like to be in France and I am not. So yes I already had to choice. Being here means I chose my professional life before my personal life. I also chose my

Work-Life Balance stakes: Comparison between North America and France

private life because I am with my spouse. At the same time I avoid everything with is family by being here. The opportunity that I had did not made me think about a lot because I had a job before my graduation. So I had no need to look for a job. This international experience is very good for my resume. That is the reason why I chose more my professional life at that time.

b. If no how would you react if you ever had to do this choice?

Not applicable.

4. Did you sometime do the choice to give priority to one compare to the other?

a. Why?

I tend to prefer my professional life because when there are work, I am not going to take a leave. I am doing more sacrifices for my professional life than for my private life;

5. How do you manage your career with your private life?

For example I really would like to come back to France, but I have work here so I cannot. For me it is important to work, I would be ready to move to another city if I had a better job.

6. In your opinion what does it means to have a work-life balance?

I think this is being able to work and to have a career without tumult. This is being able to find a good balance every days, being able to keep contact with family, having a good relation of couple, and also being able to work, to have a good productivity, a good performance at work without having to work all night or to divorce.

7. What is your ideal/perfect balance?

For me the balance is to be able to go to sport in the evening, to leave the office when I want but also to be able to work sometimes at the end of the week without my spouse telling me “yes you are working again”.

8. Do you believe that a long term balance is possible between private life, professional life and career?

No, for me at some point it is going to be a break between my personal life and my professional life when I will have children. At some point I will have to choose my private life or my professional life. But I think that for five years of my life it will be more complicated or

Work-Life Balance stakes: Comparison between North America and France

I will have to work part time. But it seems difficult to have a balance when you have young children.

9. Do you think you have a balance between your private life and your professional life?

Yes.

10. What do you think that rules created in order to increase the work flexibility?

I think this can be very good when you have children, for example your child is sick when you have to go to work, having flexibility to arrive later that is positive. I do not need to work from home, so I do not feel concerned but it can be good for families.

a. Do you know if any measure have been taken in place in your company?

Yes, for example one of my colleague came back from maternity leave she worked part time. I know that the company is flexible when children are sick or with mothers who need to pick up children from school.

b. Does it push you to be more efficient and productive?

Yes. Because do not have to stress because one day you arrive late, because you know your boss is flexible, it avoids a lot of frustration. It avoids stress and negative signals. People become more responsible.

c. Do you have the feeling that your private life and your professional life are more balanced?

Not applicable.

11. What kind of directive are you expecting?

If it was possible to work one day from home that would be good, but it is more personal comfort. But today I do not have any constraint that does that I do not need this kind of things.

12. As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?

Not applicable.

Work-Life Balance stakes: Comparison between North America and France

13. If yes, how do you do to increase your team's productivity?

Not applicable.

14. What do you think about increasing the balance between private and work life?

Not applicable.

15. What do you think about the role of the state and of the legal about thing question?

I do not have any idea about law.

a. What could be better?

Not applicable.

16. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?

It happened to me once.

a. Have you ever let it know to your manager?

Yes.

b. If yes what was its reaction?

We tried to plan and to prioritize the things I has to do. I have been well followed by my manager.

c. If no, can you explain why?

Not applicable.

17. Do you use professional social media/network out of your work hour?

Yes.

a. If yes, how many times a day, a week or a month?

Many times a day, in the evening, and in a day.

b. Which one do you use?

LinkedIn, Viadeo en France, Indeed because I have them on my phone.

Work-Life Balance stakes: Comparison between North America and France

c. Why and in which context?

For jobs offer, to get linked with candidates.

18. Do you go on your emails out of your working hours? In which context?

a. At what time?

I do not know a lot of time in a day. Before going to bed, in the morning, when I come back from work;

b. For which reason?

To be updated of news, to see if there are emergencies, to keep in touch with client.

19. Does your manager push you to work from your home?

Not directly.

a. Does it influence you and your work in a positive way or in a negative way?

Sometimes I feel I have no choice to work from home but it is very subtle. It is not a lot, it is because I want it as well. If it is just a Skype it is alright but if it became regular I would not do it.

b. How do you judge this action?

Not applicable.

20. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

Work-Life Balance stakes: Comparison between North America and France

f. Annexe 8 : Sandrine Jarnot

1. How would you define your private life?

a. What does it represent?

This is my priority in my life.

b. Where does it starts?

It starts when I finish my working day, when I am leaving the company.

c. Does it have a limit?

It is put under brackets while I am working (except when I have doctor's appointment).

2. How would you define your professional life?

a. What does it represent?

This is a part of my personal blossoming and a good reason to wake up in the morning. Work gives me the opportunity to have a social life.

b. Where does it starts?

It starts when I arrive at the office.

c. Does it have a limit?

It is limited to the office.

3. Do you ever had to do a choice between one of them?

No.

a. If yes why and how did you made that choice?

Not applicable.

b. If no how would you react if you ever had to do this choice?

I would try to be objective and to analyse negative and positives points, and I will try to see if I could support it in short and long term.

Work-Life Balance stakes: Comparison between North America and France

4. Do you sometime do the choice to give priority to one compare to the other?

I try to balance both.

a. Why?

5. How do you manage your career with your private life?

I try to limit the number of non-paid work hours but sometimes I still working in order to answer to my professionals obligations (datelines for example).

6. In your opinion what does it means to have a work-life balance?

It means do not have to miss private meetings or activities, taking all my leaves.

7. What is your ideal/perfect balance?

It would be to do not have my professional life going over my private life, by not doing regular overtime due to too much work or too short datelines.

8. Do you believe that a long term balance is possible between private life, professional life and career?

It seems easier with jobs with no responsibilities.

9. Do you think you have a balance between your private life and your professional life?

Yes absolutely.

10. What do you thing that rules created in order to increase the work flexibility?

a. Do you know if any measure have been taken in place in your company?

No.

b. Does it pushes you to be more efficient and productive?

I do not thinks so they can drive to demotivation.

c. Do you have the feeling that your private life and your professional life are more balanced?

Not applicable.

Work-Life Balance stakes: Comparison between North America and France

11. What kind of directive are you expecting?

12. As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?

13. If yes, how do you do to increase your team's productivity?

14. What do you think about increasing the balance between private and work life?

15. What do you think about the role of the state and of the legal about thing question?

a. What could be better?

Any measure seems difficult to applicate in companies.

16. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?

Yes often.

a. Have you ever let it know to your manager?

Yes often.

b. If yes what was its reaction?

Its reaction is "regarding to the quantity of work you have it seems absolutely possible".
He does not give me any solution.

c. If no, can you explain why?

17. Do you use professional social media/network out of your work hour?

a. If yes, how many times a day, a week or a month?

Every weeks.

b. Which one do you use?

Viadeo.

c. Why and in which context?

In order to look for a new job because I am tired of my actual position and I will be laid off in a few time.

18. Do you go on your emails out of your working hours? In which context?

Work-Life Balance stakes: Comparison between North America and France

No.

- a. At what time?**
- b. For which reason?**

19. Does your manager push you to work from your home?

No.

- a. Does it influence you and your work in a positive way or in a negative way?**
- b. How do you judge this action?**

20. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

Not really every one acts with its own professional concerns.

Work-Life Balance stakes: Comparison between North America and France

g. Annexe 9 : Lucile Moukouyou

1. How would you define your private life?

My private life is made of personal event, family, faith, cultural and politics of my life as a person.

a. What does it represent?

It represents my daily life.

b. Where does it starts?

It starts at the moment of my birth.

c. Does it have a limit?

The limit is when I do not want to share some subjects with my colleagues at work.

2. How would you define your professional life?

My professional life is made of actions I cannot avoid to do my work properly, it also includes codes and agreement proper to the company.

a. What does it represent?

It represents my daily life.

b. Where does it starts?

It starts when I start to work.

c. Does it have a limit?

The limit is defined by the labour code, my missions, my work hours and the confidentiality.

3. Did you ever had to do a choice between one of them?

No.

a. If yes why and how did you made that choice?

Work-Life Balance stakes: Comparison between North America and France

No.

b. If no how would you react if you ever had to do this choice?

My choice would be made in function of my personal priorities.

4. Did you sometime do the choice to give priority to one compare to the other?

Yes.

a. Why?

It is human, expectations and priorities change.

5. How do you manage your career with your private life?

I manage it in function of my personal priorities.

6. In your opinion what does it means to have a work-life balance?

It is when what happened at work stay at work and when what happen in private life stay out of work. With those two elements I am blossoming.

7. What is your ideal/perfect balance?

It is when what happened at work stay at work and when what happen in private life stay out of work. With those two elements I am blossoming.

8. Do you believe that a long term balance is possible between private life, professional life and career?

Not really, soon or late I will have to choice if I want to go head but not especially in the long term.

9. Do you think you have a balance between your private life and your professional life?

Yes.

10. What do you thing that rules created in order to increase the work flexibility?

It is not always for the best because productivity can decrease.

Work-Life Balance stakes: Comparison between North America and France

a. Do you know if any measure have been taken in place in your company?

No.

b. Does it pushes you to be more efficient and productive?

I do not know because it is not the case, but I do not think so.

c. Do you have the feeling that your private life and your professional life are more balanced?

I do not know because it is not the case, but I think it only helps to accept unsatisfied satisfaction a bit longer.

11. What kind of directive are you expecting?

None in particular.

12. As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?

Not applicable.

13. If yes, how do you do to increase your team's productivity?

Not applicable.

14. What do you think about increasing the balance between private and work life?

I think there are enough rules and that it might not be productive in a national effect to create more.

15. What do you thing about the role of the state and of the legal about thing question?

N/A

a. What could be better?

16. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?

Yes.

Work-Life Balance stakes: Comparison between North America and France

a. Have you ever let it know to your manager?

Yes.

b. If yes what was its reaction?

It was no reaction.

c. If no, can you explain why?

Not applicable.

17. Do you use professional social media/network out of your work hour?

No

a. If yes, how many times a day, a week or a month?

Not applicable.

b. Which one do you use?

Not applicable.

c. Why and in which context?

Not applicable.

18. Do you go on your emails out of your working hours? In which context?

No.

a. At what time?

b. For which reason?

19. Does your manager push you to work from your home?

No.

a. Does it influence you and your work in a positive way or in a negative way?

b. How do you judge this action?

20. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

Work-Life Balance stakes: Comparison between North America and France

Flexibility about working hours are possible but not the place of work.

h. Annexe 10 : Pauline Bouton

1. How would you define your private life?

a. What does it represent?

This is essential to my personal and general blooming.

b. Where does it starts?

It starts to personal subjects.

c. Does it have a limit?

The limit is when it touches other people respects.

2. How would you define your professional life?

a. What does it represent?

This is essential in order to have a personal BLOOMING: interest in the job, feeling to be useful to the company, owning to a company and to its culture.

b. Where does it starts?

It starts to everything that is linked to work and to professional's functions.

c. Does it have a limit?

The limit is represented by the respect of the private life.

3. Do you ever had to do a choice between one of them?

Yes, in a way.

a. If yes why and how did you made that choice?

For my first and my second choice out of the state of Midi Pyrénées. It implied moving on, second house to take, long distance relationship, transportation and moving, a lot of costs. The choice has been to accept those two jobs in order to develop my resume and my professional network.

Work-Life Balance stakes: Comparison between North America and France

b. If no how would you react if you ever had to do this choice?

Not applicable

4. Do you sometime do the choice to give priority to one compare to the other?

Not really because I am trying to reconcile both and to put them in balance in order to make a decision.

a. Why?

5. How do you manage your career with your private life and everything that goes on it?

For the moment, I do not have any child. So I use to prefer my professional life when I choice the job (interest of the position) without questioning my personal life. Indeed I am trying to make choices that permits me to keep both. At the same time I take in account my wishes and I talk about them with my spouse.

6. In your opinion what does it means to have a work-life balance?

In my opinion work-life balance are with the interest of the job and the work environment, the three mains ingredients the most essential to create professional's satisfaction.

Having a work-life balance means to me to find a balance and to do not feel damage in one of the field (professional life or personal life). It depends on personals' interests and priorities, so that is very subjective.

7. What is your ideal/perfect balance?

My ideal work-life balance is represented by an interesting work that respects private life (especially the night, week-ends and holidays), even if that implies long work hours and an important amount of work that I can accept. However I do not have any family life for the moment.

8. Do you believe that a long term balance is possible between private life, professional life and career?

Yes I think so, it depends of the position and especially of the social politic of the company.

Work-Life Balance stakes: Comparison between North America and France

9. **Do you think you have a balance between your private life and your professional life?**

Yes, I think so for the moment.

11. **What do you think that rules created in order to increase the work flexibility?**

I think that it is rules that allows to face actuals important economic difficulties and to the needs of flexibility of companies (productivity, customer service...) in order to be competitive. But it can make private life harder in term of organization, of work time (night work, work during week-ends)... However, companies seem to get mobilized about the subject of a good work life articulation, knowing that a good balance is profitable to employees but as well to companies (less absenteeism, more efficiency, less turnover)

- a. **Do you know if any measure have been taken in place in your company?**
- b. **Does it pushes you to be more efficient and productive?**
- c. **Do you have the feeling that your private life and your professional life are more balanced?**

12. **What kind of directive are you expecting?**

None.

13. **As a manager do you have directives that push you to increase your employee's performances and to decrease expenditures?**

Not applicable.

14. **If yes, how do you do to increase your team's productivity?**

Not applicable

15. **What do you think about increasing the balance between private and work life?**

I think that the labour code offers more and more perceptive with many obligations about the subject, in a direct and in an indirect ways: agreement on precise subjects about work-life balance, leaves for family's event, measures to implement about man and women equality, prevention of psychosocial risks, manage of ages and taking into account specific needs of

Work-Life Balance stakes: Comparison between North America and France

support for the youngest and the oldest employees of the company, health service at work, social's services,

In my opinion this is up to the company to take the lead and to develop measures that permit to develop this balance and by this link employee's performance (by decreasing absenteeism, illness ...)

For example: telecommuting, reminder of emails treatment rules, of the necessity to respect legal limits of work and of break, flexibility of work hours (when children go back to work if asked), create special services (such as crèche, catering), acceptance of part time...

16. What do you think about the role of the state and of the legal about thing question?

They are necessary for employees and for companies as well.

a. What could be better?

17. Do you sometimes have the feeling to have too much work and to be overbooked with the work you have to do?

No, I do not think so.

a. Have you ever let it know to your manager?

Not applicable.

b. If yes what was its reaction?

Not applicable.

c. If no, can you explain why?

Not applicable.

18. Do you use professional social media/network out of your work hour?

Yes I do.

a. If yes, how many times a day, a week or a month?

Around once a month in average.

b. Which one do you use?

Work-Life Balance stakes: Comparison between North America and France

I am using Viadeo.

c. Why and in which context?

In order to look for jobs and to study opportunities.

19. Do you go on your emails out of your working hours? In which context?

No I do not.

a. At what time?

Not applicable.

b. For which reason?

Not applicable.

20. Does your manager push you to work from your home?

No he does not.

a. Does it influence you and your work in a positive way or in a negative way?

Not applicable.

b. How do you judge this action?

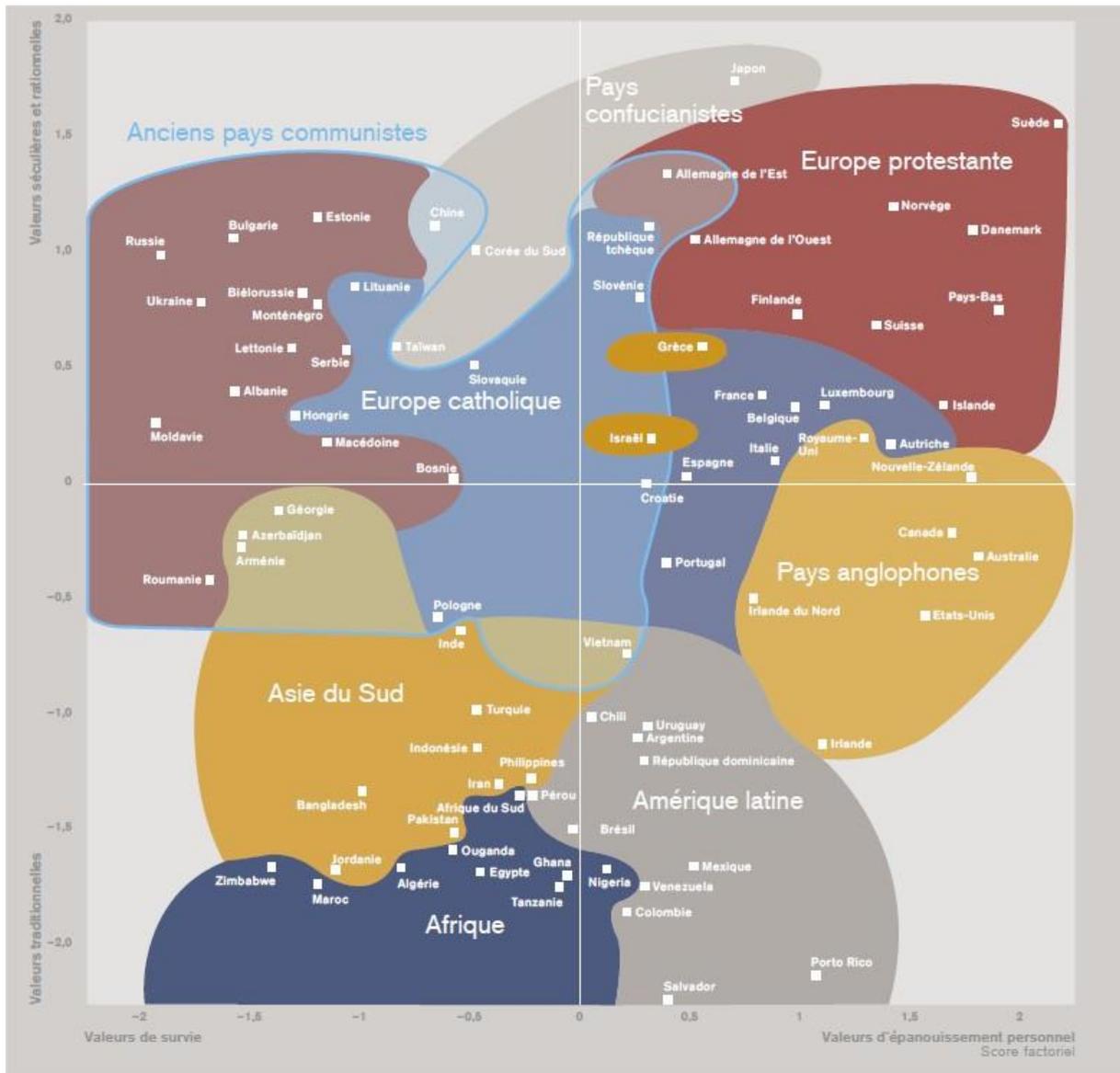
Not applicable.

21. Are your company or your manager flexible about your labour time, its arrangement and the place where you are working?

Yes, we have the possibility to come earlier or to leave later if we ask and if we justify it.

Work-Life Balance stakes: Comparison between North America and France

3. Annexe 11 : ³⁹Inglehart theory



³⁹ « Inglehart theory », online image, <http://valeurs.universelles.free.fr/approches.html>, page viewed on 3rd January, 2015

Work-Life Balance stakes: Comparison between North America and France

Résumé (250 (± 10 %) mots)

L'équilibre entre la vie privée et la vie professionnelle est un sujet d'actualité pour toutes les entreprises et tous les employés. Le Canada et la France peuvent paraître similaires à certains égards mais la culture de chaque pays influence la vision des salariés. Alors que les nouvelles technologies sont omniprésentes, les salariés doivent gérer leur utilisation professionnelle et leur utilisation personnelle. Les différentes théories des valeurs comme celles de Maslow et d'Inglehart peuvent en partie expliquer certaines différences de perception. Afin d'améliorer l'équilibre entre la vie privée et la vie professionnelle de leurs employés certaines entreprises cherchent à diminuer l'absentéisme en améliorant la flexibilité de leurs employés. Instaurer une politique en ressources humaines favorable aux employés permet d'augmenter la réputation des entreprises ainsi que leur image employeur. Cette image employeur a pour but d'attirer les candidats et de reprendre le nom de l'entreprise. Une mauvaise réputation peut avoir des conséquences graves pour le futur d'une entreprise. Google est une des premières entreprises avoir compris cela et à avoir placé des ressources humaines au cœur de la stratégie de l'entreprise. L'entreprise a su se remettre en question et questionner ses employés afin d'améliorer la qualité des conditions de travail de ses salariés tout en gardant un esprit de start-up. Le résultat est que Google est l'entreprise avec la meilleure image et reçoit plus d'un million de candidatures tous les ans.

Mots-clés (5 à 6 mots clés)

- Vie privée
- Vie professionnelle
- Equilibre
- Canada
- France
- Valeurs
- Ressources Humaines

Work-Life Balance stakes: Comparison between North America and France

Abstract (en anglais)

Work-life balance is a very actual subject for every companies and every employees. France and Canada might seems to be similar in some point but the culture of each country influence employee's vision. Whereas new technologies are more and more present, employees have to manage their personal use and their professional use. The different theories about values such as Maslow's one and Inglehart's one can partly explain some differences of perception. In order to improve employee's work-life balance some companies use to look for a way to decrease the absenteeism in order to improve employee's flexibility. Implement positives human resource's politics in favour to employees is a way to increase companies' reputation and their brand image. The brand image of the company as for goal to attract candidates and to spread the name of the company. A bad reputation can have terrible consequences for the future of the company. Google is one of the first company who understood this and who placed the human resources department in the heart of the company's strategy. The company knew to ask the good questions and to ask to its employees their expectations in order to improve the quality of the labour conditions. The company has also been able to keep the "start-up" spirit of its beginning. The result is that Google is the company with the better brand image and receive more than a million of application each year.

Keywords (en anglais)

- Private life
- Professional life
- Balance
- Canada
- France
- Values
- Human Resources