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Family-friendly policies and practices: scoping review

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Abstract

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Abstract:

The purpose of the thesis was to find out what kind of policies and practices support the employees to balance work and life. The goal was to scope an overall picture about factors that are related to work-life balance (WLB).

The method to collect the data was scoping literature review. Scoping review aims to find out existing literature related to the topic. This scoping review used five databases (ProQuest, Cinahl,PubMed,Taylor & Francis,and ScienceDirect) and resulted in 584 articles of which 13 were included to answer the research question. The PCC tool was used to form the research terms and Joanna Briggs Institute´s guidelines were used to identify the focus and report the scoping review.

The articles were analyzed by using qualitative analyzing methods. The analyze phase used content analysis but found features of thematic analysis. The articles included in the research were divided into three main themes, physical, physiological and social aspects of family-friendly organization culture. All three main themes included three sub themes. After eliciting and analyzing the results the conclusions were drawn.

The findings revealed that there is a need for support in balancing work and family. The material showed that the need for support appeared in different stages (physical, psychological and social). All the aspects were found in the literature but the most represented was the social support. Management and colleagues have an important role when it comes to WLB. Also, the psychological climate e.g. organization culture has an effect on employees well-being and balancing all aspects of life. The physical needs are one of the basic needs of human life and it is clear that these things must be in balance in order to feel good in the workplace.

Keywords: family-friendly, policies, practices, scoping review

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1 Introduction

There is a growing interest to improve the well-being of the employees. The non-work time is essential for recovery and detaching from work. For employers it is crucial to understand what kind of activities support the recovery and overall well-being of the employee. Recovery is essential part of well-being. Employees who have greater subjective well-being, experiences more often feelings of happiness. Happy employees are more effective in work life. One big factor that effects on one´s well-being is leisure time and family plays a big role in this. Leisure time should be organized so that it promotes individuals psychological, social and physical well-being. Leisure activities should be organized to improve detaching from stressful everyday life. As the working life is hectic and employers disconnect from work more rarely, it is important to know what kind of activities are best to detach from work. Supporting the non-work time and recovery are studied to improve the overall well-being of the employers. Leisure time have a significant effect on one's well-being. (Wiese et al. 2018.)

People with families might struggle in finding enough time to recover. Also, time which is spent with family can suffer due to high demands of work life. This is called work-family conflict (WFC). WFC can be caused by heavy expectations of the working life. WFC can create the caregiver a feeling of failing to fulfill the demands of either work or family life. Job which creates too much pressure can lead to a situation where the caregivers of a family have less energy and time to spend time with their family. This kind of situation can be common as the demands of working life are high nowadays. (Ma et al. 2021.)

Jari Hakanen (2011) states that we need a new way of thinking about well-being in the workplace. The increasing challenges, constant change and uncertainty are issues that needs renewed thinking. Well-being in the workplace is not just events and happenings with colleagues but a wide concept which considers rethinking. Hakanen talks about thrive at work. Thriving at work means vigor, dedication and enjoyment of work. The work is immersive and enjoyable. Well-being is strongly related to thrive at work but it is more than just well-being. It is a state of well-being which includes energy and ownership to work. It also has positive consequences to the employees family and the organization. (Hakanen 2011: 6–7.)

Family-friendly organizations have policies and practices to enable WLB. In addition to formal contracts and models, the organization communicates about their family friendliness in an informal way, such as the attitudes and actions of the management. The humane values and appreciation is seen in the actions to reconcile work and family. These actions give a signal to the employees that their leisure time is appreciated and valued. A caring organization notices that every worker in the organization has his/her own demands and different life situations. (Hakanen 2011: 66–67.)

As leisure time is essential for recovery and family plays an important role in leisure time, it is important to study how organizations can support the employees work-life balance (WLB). This thesis tries to find out what kind of family-friendly policies and practices support organizations have. The thesis was done by using a scoping review to find out answers to the research question.

2 Well-being in work life

The working life is changing. The content of the work and the ways and models of working have changed recently. This change has effects on individual level. The working careers are extending and this sets demands to support the well-being in working life. The opportunities and abilities of people to do their work properly must be improved. The work must be safe and attractive, and it must promote health as well as support performance and ability to work. The EU and the Finnish Ministry of Social Affairs and Health have revised their strategies according to the health and safety in working life. It emphasizes occupational safety and health legislation and policy. (Ministry of Social Affairs and Health 2019.)

The policy for the work environment and wellbeing at work is created by the Ministry of Social Affairs and Health. The strategy 2030 describes the well–being at work and the purpose is to rise up to the future work challenges concerning occupational safety and health. The strategy recognizes the changes in employer-employee relationship. This means that the lines in employment are blurred, and this challenges the employers as well as individuals to take care of the safety and well-being at work. The way people are working is in change which means that the work becomes fragmented. When the changes related to working environments, - times and the scope of the tasks are not anymore clearly defined, the responsibility towards well-being rises. (Ministry of Social Affairs and Health 2019.)

Table 1. The strategy of the Ministry of Social Affairs and Health.

2.1 Human well-being

The concept of well-being can be defined in many ways. The concept is broad and there are several studies done related to this topic in the social- and health care field. This is why it is very hard to find an exact definition for well-being.

Voukelatou et al. (2021) distinguishes two main approaches, objective and subjective well-being. The objective approach examines the objective dimensions of a good life and the subjective well-being approach is in people's subjective experiences. Researchers find objective well-being difficult to define and therefore the researchers rather focus on finding different dimensions of objective well-being. The objective well-being dimensions can be seen through health, job opportunities, socio economic development, environment, safety, and politics. These dimensions represent objective well-being which then can be assessed how well these needs are fulfilled.

Subjective well-being can be defined as a scientific term of happiness. It reflects the central values in people's lives. As well as objective well-being, subjective well-being is difficult to define and researchers have focused on identifying the critical dimensions and determinants which have an effect on human well-being. In general happiness can be defined as satisfaction with life. The satisfaction is based on people's affective and cognitive evaluations of life. To capture the sources of information where the evaluation of happiness is based on, people use mainly two sources; feelings and thoughts. Dimensions for subjective well-being can be found from different viewpoints such as genes, universal needs and social, economical and political environment. (Voukelatou et al. 2021.)

2.2 Employee well-being

The concept of well-being can be defined in many ways. The concept is broad and there are several studies done related to this topic in the social- and health care field. Therefore it is very hard to find an exact definition for well-being.

Health-oriented leadership is a concept which is considered as leader’s actions towards promoting employee’s well-being. Its focus is on leadership behavior where the values,

attitudes and actions lie on supporting employee's well-being. The viewpoint is to improve health at the workplace. The importance for establishing the aspects of health-oriented leadership is to recognize this as a valid form of leadership model and approach. (Rudolph et al. 2020.)

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Great Place to Work® is a concept that was founded to support employee well-being. The model is based on numerous studies about employee well-being. The model includes indicators which helps the organizations to recognize the strengths as an employer and improve their actions to make the employee experience even better. The model is used around the world and has offered solutions for millions of employees over the years. The essential part of the process is to help the management to get aware of the programs and practices which help to develop the organization culture to be more employee supportive. (Great place to work 2023.)

Employee well-being is a multidimensional concept which is related to subjective and objective well-being of a person but also to outside factors e.g. leadership. Therefore

many perspectives must be considered when talking about employee well-being. There are programs which can support the well-being in the workplaces, such as Great place to work concept. However, the most important thing is to understand that well-being in the workplaces is built around several issues and supporting employee well-being demands activities.

3 Organization culture

Organizational culture is a complicated topic and complex to define. Over the years the definition has been built around themes from anthropology, sociology, social psychology and cognitive psychology. Nowadays organizational culture can be seen as its own field of study and the field has expanded to cultural studies. The concept of organizational culture is closely related to leadership. The culture is created by the founder or the leader who has imposed a system of values, beliefs and attitudes. These assumptions are usually taken for granted and hard to recognize. To understand the organizational culture requires understanding of different levels of the culture. (Schein 2010: 1–5.)

According to Shein (2010, 23–33) there are three levels of culture. The first level is artifacts. The artifacts are the visual part of the culture such as clothing, technology, architecture or the handbooks for the new employees. These elements are visual but they can be very hard to interpret because the meaning of the observed objects are interpreted subjectively. The interpretations are inevitably projections of his/her own emotions and experiences. If the observer spends time long enough in the group, the meanings of the artifacts become more clear. (Schein 2010: 23–25).

The second level is espoused beliefs and values. This level includes the values and norms of the organization and the behavior it expects of its members. It includes the assumptions about what and how the work should be done and which choices to be made. They are expressed with others. These assumptions are defined by the leaders of the organization. The members of the group must confirm the values. This is called social validation. If the member doesn't share the values of the group there is a risk of being excluded. The espoused beliefs and rules remain conscious because they offer normative guidelines for the members such as how to behave in certain situations. These actions embody the ideology and of the philosophy of the organization. (Schein 2010: 26–27.)

The third level is underlying assumptions. This level are the beliefs of the organization which are often unnoticed and are rarely questioned. These assumptions are deep and core values of the organization and have an affect on how the employee behaves and thinks. The underlying assumptions are hard to change as they are not necessarily visible like the other levels. This is why organizational change is difficult to change. If the

member understands these underlying assumptions in the core it helps to understand the surface levels and helps to manage them. Especially the leaders of the organization should understand the core assumptions of the organization to be able to assess the functionality of these assumptions. (Schein 2010: 28–30.)

Organizational culture is built on several elements. It includes visual elements like clothing or architecture but also parts such as values, beliefs and norms which are more difficult to see. It also considers underlying assumptions which are difficult to recognize and therefore hard to change. Management of the organization has a big role in creating and changing the organization culture. Factors like greetings, meeting practices or information policy vary in organizations, and it matters how these things are created and formed.

3.1 Work engagement

Work engagement has been studied widely and there are many factors that are related to the concept of work engagement. Engagement is related to attitudes, behavior and intentions on the job. Also employee well-being and health are issues that are connected to work engagement. However the concept of engagement is not very simple and alternative concepts to engagement are related to job demands, job resources and performance. Engagement reflects the unique psychological state that has been experienced at work. The dilemma of defining the concept is whether to define it from the perspective of experience which is purely a psychological state. The definition can be seen from the perspective of behavioral expression but then there is a danger that the definition gets indistinct. The pragmatic solution is to define the concept as a conjunction of psychological state and behavioral expression. (Schaufeli 2013: 15–35.)

Schaufeli and Bakker (2004) define employee engagement as an overall positive feeling about work. The employee is vigorous and absorbs the work comprehensively. Engaged employee is energetic and is willing to spend time and resources on one's work. The engagement is seen also in resilience as the employee is persistent when facing difficulties. Even if the engaged employee is working hard, there are still no signs of exhaustion. This doesn't mean the engaged employees wouldn't feel tired but the

tiredness is described more as a driving force because of the positive outcomes. The dedication is strong and it protects the employee from burnout.

Work engagement is found to enhance performance in the workplace. It is related to better both individual and team level performance as well as better financial returns and customer satisfaction. All this is reflected in positive attitudes towards the organization in general which has increased the organizational commitment. The organizations should focus on how the experienced work engagement is translated into behavior towards the organization's goals. This way the organization could improve the employee performance and productivity. (Schaufeli 2013: 15–35.)

Engagement should be seen from the positive perspective rather than an antipode of burnout or some other negative counterpart. Positive organizational behavior (POB) can be seen to foster engagement as it recognizes the employee's strengths and psychological capacity. Today's expectations towards work have changed and especially technology has changed the nature of work. It is just not enough to be physically there but also being cognitively and emotionally present is expected. All this requires engagement of the employee and POB actively searches solutions to enhance the health and well-being of the employees. POB relies on research, theory, valid measurement and analysis. The development and change of the organization are some core values of POB. (Youssef-Morgan & Bockorny 2013: 36–56.)

Work engagement as a concept consists of many pieces. It has dimensions on a subjective and socio-cultural level. Work engagement is related to a person's attitudes, intentions and behavior on the job, but it is also connected to job demands and resources. Also, the expectations on today's work are connected to the concept of work engagement. Therefore defining work engagement requires many aspects and continuous research.

3.2 Job Demands and Resources model

Job demands-resources model (JR-D) has received the most empirical support when explaining the mechanisms related to work engagement (Schaufeli 2013: 15–35). The

Job Demands-Resources Model (JD-R) is developed by Arnold Bakker and Evangelia Demerouti. The JD-R model examines both a negative and positive state of employee wellbeing. The model is based on a theory of balancing the job resources and job demands and how this affects employee engagement. The theory recognizes that all jobs have their own specific risk factors. This is why the model can be applied in different occupations. The occupation specifics can be divided into two main categories (resources and demands). The model describes the demands from a holistic perspective. However not all the demands are necessarily negative as long as the employee is supported and adequately recovered. Job resources are factors that support the employee in the work. Support can be e.g. helping to achieve goals and build personal growth in the workplace. The job resources reduce job demands. (Bakker & Demerouti 2007.)

Job demands are physical, psychological, social, or organizational aspects of the job which then requires certain effort or skills of the employee. Because of the demands the employee can experience physiological and/or psychological costs such as high stress, too big workload or time pressure. The demands turn out to be negative if the employee is not supported enough. The demands doesn't need to be negative if the employee receives enough job resources. JD-R theory states that the job resources are related to motivation if the employee is supported to meet the needs of the demands. (Bakker & Demerouti 2007.)

Job resources refer to physical, psychological, social, or organizational aspects of the job which stimulates the employees personal growth, learning and development. They are considered as protective factors which makes the work more meaningful and helps the employee to cope in the work. The job resources help in engaging in work. Job resources can help when facing job demands but they are also valuable individually. It is important to identify the job resources in the organizational context to be able to customize the interventions needed in the organization. (Bakker & Demerouti 2007.)

Besides the job demands and - resources also the personal demands and resources have an effect on employee well-being. The life-span model of motivation notices that besides the job demands and - resources also the personal needs in different life stages play a role in occupational well-being. Different needs over the employee’s lifespan can be related e.g. to caregiving responsibilities (children, elderly parents). Self-efficacy, the individual's belief in his/her ability to complete tasks, is also one aspect of life span

approach. Also, different crises in life (e.g. long -term illnesses or economic crisis) have an effect on employees' lifespan. These factors can reflect on employees personal and career goals. (Salmela-Aro 2009.)

3.3 Work-nonwork balance

Work-life balance (WLB) is a comprehensive concept which includes more than just balance of work and family. It takes into consideration the family situation of all employees as the situations may vary. Concept daily may be seen widely, not just nuclear families, parents and children. Also singles, people who take care of elderly relatives and couples without children are encompassed as a family. (Nitzsche et al. 2014.)

The work-family conflict (WFC) can be defined from multidimensional perspectives. It can be seen from the point of view where work interferes with home responsibilities but it can be seen also from the perspective where the home responsibilities cause disturbance to work. Work interfering family (WIF) is the case when the employee must e.g. “take work home”. Family interfering work (FIW) is on the other hand a case where home responsibilities (e.g. staying home with ill child and meeting must be canceled) causes interfere with work responsibilities. (Fiksenbaum, 2014.)

Organizations have answered the employees' need to balance work and life by offering different practices and programs to support the WLB. The support has been child care, remote work possibilities and flexibility on working hours. However the offered support has not always solved the problem as the employees hesitate to use the help because of the stigmas related to that. The working environment that encourages the employee to receive help is more likely contributing the effectiveness and success towards these programs. (Fiksenbaum 2014.)

The practices which are used to promote work-nonwork balance are typically called as family-friendly, work-life/work-family supports or family-responsive actions. Family-friendliness means that the employees are able to manage to combine the responsibilities at home and prevent and reduce the negative spillover into work which could possibly cause interference to work. Supportive management has a significant role

on job control and this is important to recognize when the goal is to support the employee to reduce the conflicts between work and nonwork. (Hammer et al. 2005.)

Studies show that work-life balance (WLB) has an impact on well-being in work life. Poor WLB has a connection to retention and burnout risk. A desirable WLB is a factor that promotes workplace integration. (Roth et al. 2021). The use of work-non work support has an effect on well-being. The well-being is increased when the employee receives support from the management and has control over the work. The job demand, WLB and psychological well-being are supported e.g. offering flexibility and possibilities to influence working times. This creates job control for the employee and this way reduces the work-family conflict (WFC). This is why organizations' policies should have a focus on work-life balance matters. (Wood et al. 2020.)

The work- nonwork balance is a concept which is related to persons own experience about the congruence with work and personal life. It takes into consideration persons unique life situation. Also J-RD has a role in balancing work and life. As WLB has an impact on well-being in work life it deserves to be noticed and developed on organizational level.

3.4 I-deal worker

Idiosyncratic employee arrangements (i-deals) are agreements which aim to benefit all parties in the work life. The purpose of i-deals is to answer the needs of the employee and employer. I-deals are voluntarily personalized work arrangements which are negotiated between the employer and the employee. The i-deals are heterogeneous which means that formal and informal incentives (e.g. rewards) are dependent on individual performance. All i-deals are tailored to serve to benefit both the employers and the employees. A successful result on an i-deal is that the organization succeeds in recruiting and retaining employees. A good i-deal increases the motivation of the employee. The variation of i-deals is broad. They can vary from single elements to completely idiosyncratic agreements. The purpose is to create agreements to fulfill the needs of the employer and employee. This means that the employees might have customized working hours, job duties and other working conditions. The purpose is to be open about the i-deals. The i-deals are not cronyism or favoritism where the employers

are set in unequal positions. The strong purpose is to find solutions to benefit all members of the worklife. (Rousseau et al. 2006.)

Table 2. I-Deals Compared to Other Person-Specific Employment Arrangements (Rousseau et al., 2006).

I-Deals Compared to Other Person-Specific Employment Arrangements

	Employment Arrangement		
Feature	**I-Deals**	**Favoritism or Cronyism**	**Unauthorized Arrangements**
Allocation	Negotiated by employee	Endowment to employee	Usurped by employee
Basis	Worker's value to firm and personal need	Particular relationship	Rule breaking
Beneficiary	Employee and employer	Employee and powerful others (e.g., managers)	Employee only
Coworker consequences	Effects on perceptions depend on content, timing, and process for creating i-deal	Reduces trust and perception of procedural and outcome fairness	Reduces legitimacy of organizational practices

Kelly et al. (2020) studied individualized work arrangements (i-deals) in their study. The purpose of their study was to investigate how flexible work practices support employees to balance their work and private life. They found out in their study that supervisors' emotional support towards family friendliness was related to schedule flexibility. If the supervisors felt the working environment to be family-friendly there were found more flexibility in the work arrangements. Flexibility in working hours was directly and positively correlating to WLB. The key role to create a family-friendly organization culture is in management. Family-friendly atmosphere helps the supervisors to create more emotional supportive, schedule flexibility in the workplace. Investing in flexibility and i-deals helps to improve the performance and gain results.

I-deals are voluntarily negotiated work arrangements which benefits both the employer and the employee. The purpose of i-deals is to enhance circumstances which are related to job performance and this way have more positive outcomes in both work life and leisure time. I-deals can support employees overall capability to gain feeling of control and is this way important part on working life.

4 Purpose of the study and research question

The purpose of this thesis is to map existing literature about family friendly workplace policies and practices. The aim is to find out what kind of family friendly organization policies and practices are available to support the employees in work-life balance. The goal is to gain beneficial information to be used in work life. With the help of this information the organization can support employees work life-balance. The purpose is to raise the awareness of policies and practices that support the work-life balance. The research method was scoping literature review and thematic analysis was used to analyze the results.

Research question:

1. "What research exists on family friend policies and practices in the health care and social services sector within Europe, USA and Canada? What are the impacts on the policies on employee work-life balance?"

5 Scoping review as a method

Scoping review was selected to be a method in this thesis. The aim of a scoping review is to identify possible knowledge gaps and it can be used as a precursor to systematic review. The aim of scoping review is to offer an overview and a current state about selected topic and identify the research which is available. Scoping review is useful to identify key characteristics and factors related to the concepts. Systematic literature review uses more systemized and explicit methods than scoping review and is more precise than scoping review. Even if the scoping review is broader than systematic review, it still requires rigorous and transparent methods to make sure that the results are trustworthy. (Grant & Booth 2009; Munn et al. 2018; Peters et al. 2020a.)

The weakness of scoping review is that the process does not include quality assessment. Scoping review can hold bias in selection and information. Therefore, there is a risk that the existence of the studies, not the quality, is used as the basis of the conclusions. (Grant & Booth, 2009.)

Scoping review is recommended when the author is interested to recognize and identify concepts in studies and wants to map, report and discuss these findings (Munn et al. 2018; Peters et al. 2020a). Based on these criteria, scoping review was selected to be a method in this thesis.

Priori protocol is an important first phase before actuating a scoping review. It defines the objectives, methods and reporting the results. All this must be done carefully to be as transparent as possible. The protocol must detail the inclusion and exclusion criteria so that the reader can follow how the data was extracted and presented. JBI´s PRISMA-ScR is a fillable checklist to help the author to check whether the scoping review follows the standards. The list contains seven main phases (title, abstract, introduction, methods, results, discussion and funding) and all these main phases have several subphases. The protocol offers a plan for the scoping review and is relevant in limiting the occurrence of reporting bias. (Peters et al. 2020b.)

Research questions and keywords can be defined with the help of Joanna Brigg´s Institute's guidelines for PCC. PCC is a tool for especially scoping reviews. PCC is a mnemonic of Participants (Population), Concept and Context. The model helps the

author to develop clear and rational title and inclusion criteria. Use of PCC is used to identify a focus and a context of the review. The title, research questions and inclusion criteria should be consistent. Usually, scoping review has one main research question. There can be some sub questions to clarify the PCC. (Peters et al. 2020a.)

As scoping review can include a large scale of variety in materials, the inclusion criteria must be stated clearly. The author can set limits for particular types to gain the most useful and appropriate information. P (Population) should be specified (sex, age or other factors). C (Concept/s) must be clearly explained and opened. C (Context) is dependent on the objective and question(s). Context can include geographical location or social, cultural or sex-based factors. Defining the context helps to target the focus in particular countries or fields of study. (Peters et al. 2020a.)

PCC tool was used to identify the research question and the key words. The research question is: "What research exists on family friend policies and practices (C) in the health care and social services sector (P) within Europe, USA and Canada (C)? What are the impacts on the policies on employee (P) work-life balance (C)?" The context was chosen to cover European countries, USA and Canada as these countries share cultural similarities. First the idea was to narrow the search to include only Nordic countries, but the preliminary searches pointed out that it would have been too restrictive.

Table 3. PCC tool to select the search terms.

PCC	
P (Participants/Population)	employees working in health care or social services field
C (Concept)	family-friendly, family-orientated, work-life balance, WLB, organization culture, health care, social services
C (Context)	Europe, Canada, USA

5.1 Search strategy

The search strategy should be comprehensive and should contain different sources of evidence. The limitations in the breadth must be carefully justified and the reviewer must clearly state if particular sources are left out. (Peters et al. 2020a). This review contains primary source peer-reviewed studies. Not peer-reviewed data (e.g. letters, websites, blogs,) and secondary sources (e.g. other reviews and meta-analyses) were excluded from the data.

JBI types of reviews recommend a three-step search strategy. Each step must be clearly stated. The first step is a preliminary search for using at least two appropriate databases. After the preliminary search the author must analyze the search terms by going through the titles and abstracts of the results. The second search is done by using the identified terms. The third phase is to go through the reference lists to identify additional sources. The reference lists can be examined solely or only of the sources which were selected for the review. The author must justify the language and timeframe restrictions. The recommendation is not to limit any sources unless there are clear reasons for the limitations. The help of a research librarian or information scientist can be irreplaceable when designing and refining the search. (Peters et al. 2020a.)

The preliminary searches were done in January 2023. These searches revealed a large scale of studies done of work-life balance. However, the studies about work-life balance practices in the healthcare or social services field were not found easily.

After the searches the keywords were analyzed. The use of search terms family-friendly, family-orientated, policy/policies, practice/practices, family friendly organization culture, work-life balance, WLB, organization culture, health care, social work and health care professionals were conducted with different combinations. The author had a meeting with an information scientist twice in January-February 2023. The purpose of the meetings was to clarify the terms and to find the best combination of terms to find the most relevant sources. Health care, social work and health care professionals search terms were decided to leave out. This was seen to be too restrictive and there was a worry that some important results were left out if using these terms. The solution was to leave out these terms but add this to be one of the inclusion criterias. The databases were selected to which the researcher had an access as a degree student and which were assumed to find relevant material to the research.

5.2 The inclusion and exclusion criteria

The inclusion criteria included only peer-reviewed articles which were written in English or Finnish and were published between 2013-2023. The language selection was made because of the author's own language skills. The selected articles had open access to read the full version of the study. The key concepts were narrowed to health care, family-friendly or family-orientated, work-life balance or WLB and organization culture. If the heading or abstract included the key concepts, the article was included in the review´s first phase. The geographical narrowing was made to include European, USA and Canadian studies.

Table 4. Inclusion and Exclusion Criteria.

Inclusion criteria	Exclusion criteria
Published 2013-2023	Publications before 2013
Peer reviewed	Not peer reviewed
Primary source	Secondary source
Published in english or finnish	Other languages as finnish or english
Free access to full text	Access charged
Europe, USA and Canadian studies	Studies other than Europe, USA or Canadian
Study related to social services or health care	Study related other than social services or health care
Topic related to family friendly policies or practices	Topic other than related to family friendly policies or practices
Topic related to work-life balance	Topic other than related to work-life balance

5.3 Literature search and selection of studies

This scoping review used five databases (ProQuest, Cinahl, PubMed, Taylor & Francis and ScienceDirect) and resulted in 584 articles of which 13 were included to answer the research question.

Table 5. Databases used in the search.

Database	Search term	Results	Selected title+abstract	Duplicates removed	Included
ProQuest	("work-life balance" OR "family friendly") AND "organization culture" AND (polices OR practices)	238	14	1	2
Cinahl	("work-life balance" OR "family friendly") AND ("organization culture" OR "organizational culture")	41	9		1
PubMed	("work-life balance" OR "family friendly") AND ("organization culture" or "organizational culture")	38	13	2	5
Taylor & Francis	("work-life balance" OR "family friendly") AND "organization culture" AND (polices OR practices)	106	13	1	3
ScienceDirect	("work-life balance" OR "family friendly") AND ("organizational culture" or "organization culture")	161	15		2
Total		584	64	4	13

5.4 Data Analysis

As systematic literature review aims to synthesize the data, the purpose of scoping review is to map findings of the topic (Peters et al. 2020a). Content analysis is a suitable method to analyze literature reviews. Content analysis can be used to create the categories to present the results in a compact form. (Tuomi & Sarajärvi 2018: 139–140.)

Content analysis is a basic analysis method and is widely used in qualitative research. Most of the qualitative research analyzing methods are based on content analysis. This is when the researcher analyzes written, oral or visual data. Qualitative research can generally be divided into two main categories. First is when the data is analyzed through some particular theoretical or epistemological viewpoint (deductive). The second is when the analysis is not guided by a theory (inductive). The purpose of content analysis is to obtain and organize the main core of the data. After eliciting and analyzing the main results the conclusions are drawn. Even if the data is not analyzed using a theory, the theoretical and epistemological frameworks can be applied in the analysis. (Tuomi & Sarajärvi 2018: 103.)

Tuomi & Sarajärvi (2009: 107–113) talks about the dilemma of inductive-deductive dichotomy. Pure inductive reasoning which relies on pure data orientation is not possible. This can be questioned as well as the idea of pure perception. They see this problematic as it forgets the third scientific reasoning, abductive reasoning. Abductive reasoning connects the data orientation and using theories. The abductive reasoning gives flexibility to the data analysis as the analysis is not based on some particular theory. It can be called theory-guided analysis. This kind of analysis method is not actually guided by the theory, but rather gives support to the analysis. The analysis of the data is not based directly on any specific model or theory, but previous knowledge helps in the progress of the analysis. The theory-guided analysis can be recognized as a part of the theory, but the purpose of the analysis is not testing existing theory. The idea is to bring new ideas on the subject. The material for the theory-guided analysis can be collected freely. The basis of theory-guided analysis is in data. The difference to inductive, data-based analysis, is that in theory-guided analysis the empirical data is attached to a theoretical framework. However, the theory is not guiding the data analysis as in deductive reasoning. (Eskola & Suoranta 1998: 151–152; Tuomi & Sarajärvi 2018: 107–110.)

Thematic analysis is one of the methods in qualitative research and it has similarities with content analysis. Tuomi and Sarajärvi (2018: 140–146) describes thematic analysis as a method where many theoretical aspects are allowed quite freely. It is not guided by a theory or a model but a theoretical viewpoint can be used. Clarke and Braun (2017) describes thematic analysis (TA) as a method for identifying, analyzing and interpreting themes found in the data. Also they remind that thematic analysis is not atheoretical as theoretical frameworks can be applied. TA offers convenient methods for creating codes of the data related to research question/s. After this the codes starts to build bigger themes and patterns which then will be organized as a core idea. The themes acts as a roadmap for organizing and reporting the analytic observations found in the data. TA is described as a flexible method in terms of research question, sample size and constitution, data collection method, and approaches to meaning generation. (Clarke and Braun 2017.) This research used thematic analysis as an analysing method.

Braun and Clarke (2006) introduce six steps for conducting your analysis. First step is to familiarize yourself with the data. This means that you read carefully through your data and mark down the initial information found. Second phase is to start coding the data and generate initial codes. The third phase is to start to create the potential themes by gathering all the data relevant to each theme. The fourth phase is to review the themes. In this phase you will notice that some themes need to be combined as there is not enough data to create one big theme, as well some of the themes must be collapsed into smaller pieces. The fifth phase is to define and name the themes to present your data. The final, sixth phase, is to report the data. This phase must be done so that the reader will be convinced of the validity of your data.

Clarke and Braun (2021) talk about reflexive thematic analysis. Reflexivity means that you become aware about your role as a researcher and acknowledge the parts of the research that influences your research. There is not just one perfect way to analyze the data and the reflexive way to view your analysis is one part of a reflexive thematic analysis.

I started to go through the data after the searches were done. First the articles were read one by one carefully. During the reading all the main data related to the research question was marked. After collecting all the related data, the units were created and condensed. At this point it started to look that the data included big themes related to the three main topics. There were signs of the categories which started to take a shape (psychological,

physiological and social aspects). At this point the main themes were formed. After sorting the data under the main categories, the sub-categories started to shape.

Even if the data was not analyzed by using a specific theory, the background of the writer must be taken into consideration. The articles were read by a person who has a background in social- and health care. The previous studies and the accrued knowledge might have had an effect that humans are seen from the holistic point of view. Holistic human perception understands that all aspects of life are interconnected and interdependent. The background of the writer might have had an influence when the themes started to take shape even though the analysis was not guided by a theory.

Table 6. Example of the thematic analysis.

Meaning unit	Many of the specialty registrars felt that taking breaks or having a meal was not acceptable and this led to a situation where they left out their basic needs.
Condensed meaning unit	Basic needs are neglected
Category	Physical aspect of family supportive culture
Theme	Breaks and rest time

6 Results

6.1 Physical aspects of family-supportive culture

Physical aspects to family friendly policies or practices were found in six studies. The issues were related to breaks and rest time, illnesses (related to absences) and work hours. The physical aspects were also related to the social norms and values which were prevailed in the organizations.

6.1.1 Breaks and rest time

Working hard, being efficient at work and high degree of attendance were values that were found in a study done in Norway. The study was conducted by interviewing 48 senior consultants and specialty registrars working in the healthcare field. The main result was that doctors wish to appear as good doctors and they see that their action has consequences related to their colleagues, management and WLB. Absences and adaptation of the job were themes that professionals working in the field wished management to increase involvement and procedures. (Herzberg et al. 2016.)

In the same study break times aroused emotions among the healthcare staff. Taking breaks was felt unacceptable because it might have negative consequences to the colleagues. The norms started to build so that there was a pressure not to have too long breaks or rest time. This led to a situation where things started to accumulate, and employees neglected their fundamental needs such as eating and going to the toilet. Especially absences on weekends caused guilty feelings and doctors felt to have a very good reason for being away from work. Attendance at work was seen as a sign of a good doctor. (Herzberg et al. 2016.)

Holmlund et al. (2022) studied reasons for sick leave due to CMDs (common mental disorders) and how this is related to private life. Also, their study found out that the heavier the workload was the more pressure the employee felt to work in his/her maximum capacity. This meant that there was little or even no time for a break. In this study some managers defined an ideal worker as someone who has the capability to keep up stamina and high momentum and be productive. Lack of recovery during the workday increased the stress felt during the workday. (Holmlund et al. 2022.)

6.1.2 Illnesses

Many medical professionals felt that there is no time for being ill. Doctors felt obligated to be available for their patients and colleagues even if they were not well. The absence of the employee was seen to be a burden for the other employees on shift. This led to a situation where employees were working even if they were not healthy. Especially weekends and public holidays were seen to be hard times to be absent. This led to a difficult situation where employees started to hide their personal challenges from other employees because of the fear of being stigmatized as a whiner. Employees deemed each other. If colleagues evaluated the employee not to be sufficiently ill there was a risk of a stigma as a person who is lacking dedication and stamina. (Herzberg et al. 2016.)

Lack of confidence was also found by Gaudet et al (2022). In their study the employees were made to feel that they are accountable for their health problems, and it was not appropriate to talk about personal challenges in the workplace. Illnesses were seen to be a sign of a vulnerability. Showing human signs of yourself could cause a risk of losing the position and possibility to be promoted. This caused a situation where the employees started to hide their health issues and caregiving responsibilities such as taking care of a sick child. (Gaudet et al. 2022.) Also, Holmlund et al (2022) found that employees saw a potential risk of losing their position if there were too many sick leaves because the individual was seen as a weak person.

High amount of work and boundaryless work was found to be a reason for sick leaves. Uncontrolled workflow and multitasking caused fatigue and problems in mental health issues. Also multitasking and increased short notice work tasks during the day caused stress and feeling of incapability to manage the workflow. This was seen to cause physical symptoms such as dizziness and sleep problems. Also, mental problems like panic attacks and anxiety were common reasons for sick leaves. However, these problems were hidden because staying healthy was seen to be a sign of a good worker. (Holmlund et al. 2022.)

6.1.3 Work hours

Long work hours were seen to be one reason for burdening work-family balance. The competition in the work environment made the employees work 50-70 hours per week.

The fear about losing the position in the work life caused the employees to work to their limits. Despite this the professors felt that their work was never enough. New mothers especially felt that parenthood was taxing. Parents worked during the weekends and vacations to cover the time spent with their family. (Gaudet et al. 2022.)

Glaveli et al (2013) challenges the idea about worker norm which is based on the idea of long working hours. The work should be accomplished with quality rather than being available all the time. They suggest that the employers should be encouraged to find out the relationships between job satisfaction, WLB and ideal worker. The researchers propose this to be studied in the future.

According to Lee and Kramer (2022) work-time norms have an impact on how employees can access the services to gain support to WLB. In organizations where work time norms are strong and controlled the psychological accessibility to use WLB programs is lower. Flexible work times and arrangements can support employees in balancing work and family time.

Also, Bogerd et al (2023) suggests investing time and energy to promote employee's professional autonomy and satisfactory patient-employee actions. Experienced workload was one of the burdening factors in their study. However, boosting employees' possibilities to have autonomy in their job and supporting physician-patient relationships were factors to lighten the workload of the employees. They suggest creating a culture of wellness which advances healthy WLB and promotes resilience skills of the employees. This leads in the end also to better patient care. (Bogerd et al. 2023.)

6.2 Psychological aspects of family-supportive culture

Psychological aspects to family friendly policies or practices were found in twelve studies. The issues were related to psychological well-being, training and guidance and organizational culture. The main themes talked about psychological safety of the employee and safety climate in the workplace. Also, the job demands and support to cope in the work were discussed.

6.2.1 Psychological well-being

Lee & Kramer (2022) claims that there are employees who don't use work-family practices because they are afraid of the consequences if using those. They talk about psychological safety which is a key factor for employees to embrace work-family practices. In their article they introduce ten propositions to improve the organization's psychological climate to enhance work-family policies. They mention that there are many factors that have an influence on how WLB practices are used. One of the main factors are psychological safety climate and accessibility. This ensures that the employee feels safe to benefit from the WLB programs the organization offers.

Psychological safety to use WLB supportive programs is related closely to the culture where the individual is living. Culture can be seen at a national level (laws, regulations and public policies) or at a local level (e.g. organizational culture). These both interact together. It is noticed that countries which act and laws support the employees to use work-life balance programs perceive higher psychological accessibility to use the services. (Lee & Kramer 2022.)

Viotti & Converso (2016) finds it possible that challenging job demands like disproportionate expectation at work and psychologically burdening factors (e.g. aggressive behavior of patients) can cause negative feelings in the employee and this can be reflected in private life. In this study physicians were more prone to face WLI than nurses. They suggest that supervisors and colleagues give in these situations instrumental (concrete tools to manage the relationships with patients) and affective (acceptance and understanding) support for the employee who faces difficulties in his/her work life.

Bogerds et al (2023) studied cardiologists' well-being and dimensions related to that. They found out that professional fulfillment was an important factor in work satisfaction but it wasn't an aspect which was directly protecting from burnout. Professional fulfillment and burnout are not opposites as a burned out medical professional can at the same time feel professional fulfillment. The study described that “being on all the time” was stressful. The researchers found it very important to find out restorative ways to balance work and family. This would support the mental health of the employees. The researchers concluded that supporting employees WLB was one inference of their study which promotes work related well-being in the medical field. (Bogerds et al. 2023.)

Sublett et al (2021) talks about work-family enrichment (WFE) in their study. By this they mean that both work and family have a positive spillover over one another. This way the employee feels greater job and family satisfaction which then fosters overall well-being. They found in their study that there is a relationship between the values of the organization, supervisor and employee. Value congruence is related to work-family enrichment (WFE). Employees who work in places where the work group shares the same values, report higher job satisfaction. Also shared values between employee and supervisor increased the family-supportive supervisor behavior (FSSB). Shared values in the organization and family-supportive supervisor increased the WLB among employees.

6.2.2 Training and guidance

Training and guidance especially when starting a new work is an essential factor of well-being in the workplace. Holmlund et al (2022) found out that feelings of a personal inadequacy rised if the employees were not able to manage new work tasks that were given. Unsupportive working culture raised the feeling of not being valued and appreciated. (Holmlund et al. 2022.)

Especially female employees had difficulties balancing work and family life in the same study. The study found out that flexibility in working hours helped to facilitate WLB. However, these arrangements had also the other side. When the work was boundaryless the work continued at home after the children were in the bed. This caused feelings of overwhelming job demands. (Holmlund et al. 2022.)

Žnidaršič & Bernik (2021) studied the impact of work-family balance to employee engagement. Their study showed that the complexity of work was related negatively to individuals WLB. The less complex the work was, the easier it was to balance work and family. Better WLB also predicted better work engagement. The more the employee felt supported in his/her work, the more engaged he/she was.

Wieneke et al (2019) article evaluated the impact of a well-being program. The employees who were interested in health and wellness were trained to be well-being coaches for their colleagues. The purpose was to offer a grassroot level of wellness

programs. This wellness program included a WLB viewpoint. The coaches were trained to support their peers and training consisted of different sectors from physical exercises to mental well-being. The champions were also trained to support their colleagues in work-family balance issues. The researchers found training programs which are based on peer support to be effective in supporting the overall well-being of the employees. Organizational support including management and human resources was critical when implementing the program.

Laharnar et al (2013) points out that policy implementation is essential for supporting work-life balance in organizations. Employers must have effective ways to communicate about their WLB policies to their employees. Laharnar et al (2013) shows in their study the benefits of training supervisors to support work-life policy implementation. Their study shows that organizations can increase the supervisor's knowledge about how to support the employees in their WLB by training them and offering informational material. The training doesn't need to be long, even one hour is enough to gain results. Especially people who have worked long in the organization are in need to update their knowledge about work-family regulations. The researchers point out that regulations can be complex and training can ensure that managers and supervisors have the information needed to support their employees.

6.2.3 Performance culture/organization culture

The code of silence around sensitive issues of the workers were found in three studies. If there is a tension between an organization's culture and their care responsibilities this can create a work-life-conflict (WLC). This can lead to a situation where the employees start to hide their personal needs and hide their vulnerability. In these studies, the ideal worker was seen to be someone who was able to keep up the productivity and efficiency and encapsulate personal matters. (Gaudet et al. 2022; Herzberg et al. 2016; Holmlund et al. 2022.)

Foucreault et al (2018) study showed that organization culture can affect individuals' self-management skills. These skills have an important role in detecting from work during rest periods. However, if the organization culture prefers an integrative work-family culture to those individuals who prefer segmentation, this can be detrimental. The researchers suggest that organizational culture should have transparent communication

for all to enact according to their preferences. This way the employees can influence themselves and possibly refuse an employment offer which is incompatible in their life situation. The existing policies should be regularly checked to match the current needs of the employees. Surveys are one possible way to ask opinions of the employees about work-family policies. (Foucreault et al. 2018.)

Lee and Kramer (2022) talks about tight and loose cultures. In tight cultures the control, order and predictability is high and in loose cultures there is more experimentation and flexibility. The organization culture has an effect on how employees experience psychological safety to use services which support WLB. The level of psychological accessibility to use WLB services is higher in loose organizational cultures than in tighter cultures.

Creating a culture of togetherness can be one factor in building functional organization culture. Bogerd et al (2023) found out in their study that medical professionals who were able to participate in decision making in the organization were more satisfied in their job. They felt professional fulfillment when they had more opportunities to how and when to do certain tasks.

Wolter et al (2021) talks about retaining physicians in their article. They remind us that retention begins in the recruitment phase. Newly recruited medical professionals must be engaged in the organization's model. If the model is an integrated medical group where group work is the main focus, physicians who come from organization culture where autonomy is highlighted can face difficulties to integrate into a new culture. The researchers say the reason for this lies in the medical school and training where physicians are trained to work autonomously. There is also competition about coveted positions which increases coping alone. This kind of thinking can be a barrier to integrated work culture where the teams consist of multidisciplinary team members. The article calls out collaboration, integration and teamwork among different specialities.

Wolter et al (2021) talks about organization culture in the medical field. They point out in their article that excellent physicians are not necessarily excellent leaders. Well succeeded leadership is a consequence of solid experience combined to management and leadership studies. Clinicians are not born to be leaders, but they can be made ones. However, they need strong support in this process. This process can take several years and includes multiple levels of organization from clinical operations to business and

strategic issues. The researchers suggest that organizational culture should be built to support integrated medical teamwork where multidisciplinary teams are working together.

6.3 Social aspect of family-supportive culture

Social aspects to family friendly policies or practices were found in seven studies. The issues were related to support of the management and colleagues as well as the support of the family members. The role of the management for supporting the employees balancing work and life was mentioned in six studies so this can be seen one on the main issues when we talk about family friendly policies and practices. Also, communication was a topic which was seen to be related to WLB.

6.3.1 Support of the management

Nitzsche et al (2014) found a significant positive correlation between WLB and social support from the management. The study showed that strong and reliable relationships among people inside the organization correlates with better work-life balance culture. In their study they used standardized instrument Work-Life Balance Culture Scale (WLBCS) to measure work-life balance in organizations. This scale turned out to be an effective and reliable tool to measure an organization's work-life balance culture.

Glaveli et al (2013) noticed that management played a big role in job satisfaction. Employees were able to handle work-life conflict (WFC) if management reinforced the employees' possibilities to balance work and family. This was positively related to job satisfaction. The study acknowledged the cultural factors related to WLB issues. The study was made in Greece which is a collectivistic society and the social support of the family (eg. grandparents) is common. This may have an effect on how management sees the WLB actions needed inside the organization. (Glaveli et al. 2013.)

Lee and Kramer (2022) talks about power distance in their article. Power distance can be defined as how people are related to each other. A culture that shows a great respect to authorized persons is called high power distance culture. A low power distance culture values equality and employers and employees are considered almost equals. In the

article Lee the researchers claim that use of the WLB services in high power distance cultures are dependent on the behavior of the supervisors. The attitude of the supervisor plays an important role in high power distance cultures. Employees in these cultures can be reluctant to use the services because it can harm their career and status in the organization. In low power distance cultures the supervisors are likely to inform about the WLB services and inform the possible effects on the employee's career.

Viotti & Converso (2016) found out in their study that a positive social climate protects employees from negative spillover at work. This means that management shows sensitivity to the employees' needs which are related to personal life and supervisors encourage employees to use work-family policies available in the organization. Supervisors can also moderate the workload of the employee. Daily work usually involves tasks that are not heavily burdening but chronic harmful conditions may make the load excessive and cause work-life interference (WLI). Management has a key role in supporting the employee to prevent a negative spillover from work to home.

The role of management studies was noticed in Herzberg et al. (2016) study. Medical professionals saw that management was something that they were not trained to do. However, the dual role to combine the management tasks and clinical work was seen as an obligation so that the voice of the medical staff was also heard. Medical staff felt that management was so occupied by the system that there was not enough time for people. Though medical professionals in management were seen as an advantage for better planning to make the work less burdening. (Herzberg et al. 2016.)

Holmlund et al (2022) described in their study that managers were willing to offer support. However the managers found it hard to be supportive if the employee was not open about the challenges he/she was facing. The employees found that there was a risk of negative consequences if they disclosed their insecurity. This can be seen as a vicious circle where one problem causes another.

6.3.2 Support of the colleagues

Herzberg et al (2016) noticed that generation gap was seen to create internal conflicts. This occurred when younger colleagues prioritized other than work aspect of life and senior professionals’ opinion was that long working hours are part of a doctor's work.

The sign of a “good doctor” was no more someone who is willing to spend the free time at work. The younger generation started to create an idea where professionalism is not based on how many hours one spends at work. The researchers discussed that showing consideration for the family creates a conflict to the idea of being a “good doctor”. (Herzberg et al. 2016.)

As mentioned above in the “physical aspect of the family supportive culture” many doctors felt that absence of work was burdening the colleagues. The high pressures and non-absence working culture led to a situation where specialty registrars didn't want to share about their personal life, especially about challenges of life, because this was seen as “whining”. This led to a situation where the employees started to think that it is important to appear healthy as it was an indicator of their medical competence. (Herzberg et al. 2016.)

Gaudet et al (2022) studied gender issues in the academic world and their study explored care practices in academia. They remind us that the academic world is historically shaped by male dominated culture and therefore it has an effect on how issues related to care are taken care of. The participants were professors teaching the healthcare field. They talk about care practices and how this is seen in academia. Their study found out that there is a strong will to help the colleagues to cope under difficult circumstances. The female employees wanted to promote equality and a healthy environment in the workplace and help others. (Gaudet et al. 2022.)

Also Holmlund et al (2022) found out in their study that the support of the colleagues diminished the distress of the employees. In their study the female employees were more open to communication related to emotional work. Men were more reluctant to talk about private matters with colleagues. The lack of support at work was seen to increase the distress of the employees. The researchers concluded that awareness on an organizational level how to manage difficult health issues is important when supporting employees. (Holmlund et al. 2022.)

Nitzsche et al (2014) also found a significant positive correlation between WLB and social support from colleagues. The organizational culture where work-life balance was generally accepted among the employees led to reduction of negative spillover from work to personal life. The researchers suggest that the management should see WLB as a wide concept which includes more than just a family. It should be seen as a wholeness

of the life-situation of the employee. It recognizes all aspects outside work, such as family responsibilities, leisure activities and political or social involvement.

Lee and Kramer (2022) found out that psychological accessibility to use WLB services is higher in workplaces where co-workers are supportive towards WLB programs. The researchers conclude that there should be more emphasis on how WLB services are organized and benefitted in the organizations.

6.3.3 Support of the family members

In Herzberg et al (2016) study medical professionals felt it was challenging to combine work and leisure time. Many of them reported that they were completely dependent on the support from their family. The family responsibilities like staying home with a sick child or picking a child up from the kindergarten created uncomfortable feelings. The researchers suggested that better planning for absences and possibilities to adapt work schedules according to the life situation would help to decrease the challenges. (Herzberg et al. 2016.)

In one of the studies especially women seemed to carry out dual roles which burdened their life. They had responsibilities both at work and home. This was seen causing stress and lack of recovery and was one reason for sick leaves. The reasons for sick leaves found in this study were linked both to work and private life. (Holmlund et al. 2022.)

The dependence of the support can be seen as culturally related. Lee & Kramer (2022) argues that individuals who live in collectivist cultures are more likely to experience lower WFC. They are less dependent on formal work-family support. Individuals living in more individualistic cultures have less support from their social network and therefore are more likely to use the formal WLB services.

Lee and Kramer (2022) point out that men and women face the support of family members and social networks differently. Men in low gender egalitarianism cultures are seen to be responsible for the income of the family. Therefore, the use of the WLB services is low as the partner takes care of home and family related issues. Controversial women in low gender egalitarian cultures have higher need for the services as their primary duties are seen to be taking care of the family not as earners of the family. On

the other hand, in high gender egalitarian cultures men have greater responsibilities to fulfill the family needs as women have a bigger role in wage-earners. This might lead to a situation where there are different expectations for men and women about the use of WLB services. (Lee & Kramer 2022.)

Viotti & Converso (2016) found out in their study that healthcare workers who take care of their elderly relatives are more prone to face work-to-private life interference (WLI). Also, workers who worked in a night shift scored high in WLI. Most of the participants of the study were women (73.7 %). The study was made in Italy which can be considered as a low-egalitarian country where the responsibilities to take care of the family is on women's shoulders.

7 Discussion

Challenges and pressures in working life are growing. Workdays are hectic and filled with information. Information flow, constant interruptions and noise produce stimulants for brains, and this can lead to the feeling of exhaustion. Leisure time becomes more important, and people are willing to invest for the quality of leisure time. This might create pressures for leisure time and cause stressful situations.

Lately the conversation about work-family issues has been brought up in the discussions in organizations. How work and life are connected and what can be done to balance different areas of life. The organizations have responded to the need for WLB services by offering different policies and practices which are supposed to reduce work-family conflict (WFC). Even though the need for WLB practices is acknowledged, it is not obvious that all organizations are prepared to respond that. The need is identified but system-level functional solutions are not obvious. This is seen in work life that employees have difficulties to balance work and nonwork. Even if the organizations have a goal to increase profit, it should be done by not overworking the employees. The balance of work and life should be seen as an investment to future which also benefits the organization.

There is a dilemma that employers might not see the benefits which balancing work and nonwork brings. When the employee has clear rest periods and spends time with his/her close ones outside work, it can have significant benefits for the organization. The engagement to the work can increase and this way also productivity rises. Also the atmosphere that the organization has towards WLB is essential as it reflects the values of the organization. As found in the research that it is not enough to have work-life policies and practices in the organization if they are not encouraged to be used. This requires systematic work towards the attitudes and actions of how these policies and practices are implemented.

One concrete example about WLB benefits is separately paid allowances. In Finland it is common that the employers offer financial support to be used specially in leisure time. These personnel benefits are paid separately in different applications where the employee can use it for relaxing in his/her free time. Usually the money can be spent in e.g. sports or culture and the purpose is to support the well-being of the employee. There are some points which should be taken into consideration. The benefits are supposed to be used to balance work and nonwork. However, the money must be spent individually.

This means that if you want to spend your free time with your close ones, you can only pay your own costs with this WLB money. This is just one example and understandably has to be controlled to be used to the employee's well-being. But usually, non-work life is more pleasant to be spent with other people and this way also the money which is paid to support the leisure time should be allocated to support WLB. If the organization wants to support the family-friendly climate, it should systematically regulate the actions towards WLB services.

Rarely do you hear about occasions which are organized by the employers and are designed for employees and their families. Usually, the events which are organized to support the well-being of the employees are pointed to the persons inside the work community. Naturally it is important to put effort on welding the employers together and this is why usually the happenings are targeted to the people working in the organization. However, it wouldn't be harmful to extend the well-being activities to be related to family members as well.

On a national level the policy makers can influence how to support equity in work life. This means that the laws and regulations must be regulated so that the challenges of work life are resolved. The organizations are aware of the benefits that WLB brings along. Still the organizations need support and confirmation from the policy makers to put in practice models which support balancing work and life. The leaders must be trained to serve better WLB services and utilize practices available. The growing numbers of mental diseases and work-related health problems are a dilemma which should be solved on a national level. The health care system is already overloaded. The working conditions should encourage employees to take care of themselves. The organizations have no other options than redefine the demands of work and enhance the WLB services.

Health care field in Finland is in crisis at the moment. We have a shortage in labour and this is due to multiple reasons. The attraction of the healthcare field is weakening and retaining the current employees is hard work. Supporting employees in their well-being could be one of the solutions to retain the workforce. This means that the employee is seen as a wholeness and all areas of life are taken into consideration. This demands investing in practices and programs which support the well-being of employees. Utilization of the WLB services would help to mitigate the WFC and this way also increase the well-being in the workplace.

In general, the organizations should put effort on their employers on a wide scale. This means that the employee is seen as a wholeness and also the family related issues are taken into consideration. And by this I don't mean just families with children. Also, employees who are taking care of their elderly parents or having some other challenging life situation, are entitled to gain support in the workplace. Sometimes the support can be just showing interest in what's going on in the employee's life. This requires genuine interest in investing for well-being. Because the concept of well-being is wide and means different things to different people, the concept of well–being should be defined at the organizational level. But all this requires time and money, are we ready to do all this?

8 Conclusions

The findings showed that there is a need for support in balancing work and family. The material showed that the need for support appeared in different stages (physical, psychological and social). All the aspects were found in the literature but the most represented was the social support. Management and colleagues have an important role when it comes to WLB . Also the psychological climate e.g. organization culture has an effect on employees well-being and balancing all aspects of life. The physical needs are one of the basic needs of human life and it is clear that these things must be in balance in order to feel good in the workplace.

The pressure to go to work even if you are ill was found in the literature. Also absences e.g. stay home with an ill child were found in the material. The absences created tension between the employees creating uncomfortable feelings. Even in the healthcare field the employees should be entitled to be absent when feeling not well. Also staying home with a sick child should be a priority in the organization culture and nobody should be obligated to explain why to stay home with an ill child. The literature encouraged better planning in these situations. Staffing plan and comprehension from the management were one of the solutions which were found in the study.

Long work hours were seen to be problematic and leaving not enough time to rest. The rest periods were short and this was due to many reasons. One of the reasons was a shortage in staffing and this also caused a pressure not to spend too long rest periods or to be absent. This was seen to cause troubles for the colleagues and the loyalty towards the work community was strong. However, the pressure to work in the maximum capacity caused a feeling of incapability and might lead to having problems in the health e.g. mental disorders.

Flexibility during the workdays arised in the literature. Flexible work hours enabled to arrange the work according to the employees needs but it also rised a risk for working late and limit the work to certain hours. Flexibility is like a double edged sword, it provides a possibility but at the same time it might hinder the opportunities for recovery. This creates a demand for the employers to offer guidance for an employee on how to set limits and how to balance work and life.

The psychological aspect of WLB was related to the climate of the workplace. The safety climate was mentioned as one of the supportive factors of WLB. The safety included both psychological and physical safety. Psychological safety was related to the culture, both in national and local level. National level involved the laws and regulations of the country and local level was the organizational culture. The psychological aspect also took into consideration the individual level. The psychological safety climate on an individual level was related to the personal feeling about the work and its demands. Even if there was professional fulfillment it didn't mean that the employee was protected from burnout. The professional fulfillment in the healthcare field was experienced to be strong and it also had side effects like danger of being burned out.

The code of silence was one of the issues that arised from the data. The culture of some of the organizations maintained the conception of an i-deal employee to be someone who does not show his/her vulnerabilities. This led to a situation where the employees started to hide their personal issues and avoid talking about their private life. As well as the flexibility in work hours, also this was a double edged sword. The more the employees started to avoid talking about their private life, the more they were disconnected from their work community. On the other hand the employees were not encouraged to be open about their private life because it might have had unpleasant consequences in the work life.

Different WLB practices and a need for training were mentioned in some of the articles. The utilization of WLB services was weak if the management was not awakened and aware of the practices the organization offers. The training was not only concerning the employees but also the management. If the management has a good understanding about the positive effects that WLB services and support produces, then the organization culture starts to mold in a way that it supports the WLB.

Support of the management was mentioned in many of the studies and the role of a supportive management was seen to be one of the cornerstones of the WLB. If the management was supportive in balancing work and life the job satisfaction was higher. A healthy stamina in the workplaces increased the positive spillover from work to home. The supervisors have a leading role when it comes to the practices of WLB inside the organization. The attitude of the management had an effect on how the WLB services were used in the organization. However, even if the management had positive attitudes towards WLB services it didn't mean that the practices were executed. Also the

management needed advice and guidance in the WLB practices and how the employee can be supported balancing the aspects of life. One of the articles reminded the reader about the importance of professional management in the medical field. Medical professionals who work in the managemental positions need training to be able to act as successful leaders.

The support of the colleagues showed also a significant role when balancing work and life. If the other employees around showed empathy and understanding to their colleague in a difficult life situation, the experienced stress diminished. However, the situation that the employee was able to show vulnerability required input from the organization. Only if the psychological safety climate allowed the employee to show the feelings, it was possible to gain support from the colleagues. The generation gap was seen in situations where the older generation saw that sacrifices in private life was part of the work in the medical field as the younger generation emphasized the importance of WLB.

Also the support of the family members was crucial for employees working in the medical field. Some of the employees described that they wouldn't be able to do their work if they didn't have the support of their spouse. This was also seen as culturally related where employees living in the collectivistic countries are less dependent on the formal work-family support. All in all the employees working in the medical field were in need of support to balance work and life. Women especially were a group who were struggling to find a balance and strength to combine work and private life.

The study showed that there are many aspects related to family friendly/supportive policies and practices. Human is a wholeness of physical, psychological, and social components which includes also emotional, spiritual and professional dimension. Management, colleagues, and family members play an important role in supporting family friendly practices. Physical and psychological needs must not be forgotten as they are cornerstones of the well-being. Based on the results of this study, family friendly policies and practices plays an important role in well-being and is a significant part of organization culture. Management has a remarkable role in creating organizational culture. Family friendliness is a topic that organizations should raise into a conversation.

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