

## **EXECUTIVE SUMMARY**

### **Background**

Increasingly, companies of today have acknowledged the need to increase work-life harmony in the workplace as a key factor in talent retention and thus the reduction of new talent recruitment and training costs. However, many Human Resource departments are still at a relatively early stage in the implementation of work-life practices.

By collecting and analyzing Human-Resource data in an organization, useful information with regards to the effectiveness of current work-life policies and programs can be obtained and used- both within the company and also for other companies- to refine existing policies or simply to gain a better understanding on work-life policies in general.

### **Objectives**

The objectives of the study were to:

- (1) Investigate the effectiveness of SPECIFIC work-life programs or issues
- (2) Have a prominent global organization as the object of study to provide visibility and comparability
- (3) Recommend feasible strategies to maximize work-life program benefits

### **The Company**

Hudson delivers specialized professional staffing, outsourcing, and talent management solutions worldwide. From single placements to total solutions, the firm helps clients



achieve greater organizational performance by assessing, recruiting, developing and engaging the best and brightest people for their businesses. Hudson is a division of Hudson Highland Group, Inc. one of leading professional staffing, retained executive search and talent management solutions providers. The company employs more than 3,800 professionals serving clients and candidates in more than 20 countries through its Hudson and Highland Partners businesses. More information is available at <http://www.hudson.com>.

## Key Findings

Work-Life Program (WLP) Effectiveness	Finding
Level of Awareness	<ul style="list-style-type: none"> <li>• Most awareness - 1 personal Day per quarter &amp; Compassionate Leave (100%)</li> <li>• Least awareness - Family Information and Referral Service (12.5%)</li> </ul>
Level of Usage	<ul style="list-style-type: none"> <li>• Most widely used – 1 personal Day per quarter (95.65%)</li> <li>• Least widely used – Family Relocation / Orientation Program &amp; Counseling (0%)</li> </ul>
Gender differences	<ul style="list-style-type: none"> <li>• Females used time-saving services, health and wellness programs, gifts for marriage/newborns and family friendly activities significantly more than males</li> </ul>

Work-Life Program Correlation	Finding
Usefulness of Program	<ul style="list-style-type: none"> <li>WLPs with higher usefulness ratings have higher levels of awareness and usage levels</li> </ul>
Level of WLP Usefulness vs Organizational Commitment	<ul style="list-style-type: none"> <li>Positive correlation between usefulness of WLPs and organizational commitment of employees</li> </ul>
Level of Management Support vs Organizational Commitment	<ul style="list-style-type: none"> <li>Strong positive correlation between management support of WLPs and organizational commitment of employees</li> </ul>
Level of Management Support vs Job Satisfaction	<ul style="list-style-type: none"> <li>Strong positive correlation between management support of WLPs and job satisfaction of employees</li> </ul>
Impact of Career Consequence of WLP usage vs Level of Organizational Commitment	<ul style="list-style-type: none"> <li>Negative correlation between employee perception that there will be an adverse impact on career progression on employees who utilize WLPs actively and organizational commitment</li> </ul>
Impact of Career Consequence of WLP usage vs Level of Job Satisfaction	<ul style="list-style-type: none"> <li>Negative correlation between employee perception that there will be an adverse impact on career progression on employees who utilize WLPs actively and level of job satisfaction</li> </ul>

	29 years old and below	30 to 39 years old	40 years old and above
1	Emergency leave / Unrecorded time off for personal matters	1 personal day off per quarter	Medical and insurance coverage for family members
2	Compassionate Leave	Emergency leave / Unrecorded time off for personal matters	1 personal day off per quarter
3	1 personal day off per quarter	Compassionate Leave	Social activities e.g. quarterly social gatherings

Work-Life Program Impact on Financial / Corporate Variables	Finding
Sales Growth	<ul style="list-style-type: none"> <li>WLPs likely to have played important role on sales performance above that projected by almost \$3 million</li> </ul>
Employee Turnover	<ul style="list-style-type: none"> <li>Likely to have played important role in reduction of employee turnover by 1.5 % (7% to 5.5%)</li> <li>Likely to have played important role in reduction of turnover costs by ~ \$5000</li> </ul>

## **Conclusion / Recommendations**

For Hudson, some of the key conclusions and recommendations included:

- (1) Increase awareness of WLPs that have low awareness levels amongst employees
- (2) Assure employees that judicious usage of WLPs will not be penalized
- (3) Constant monitoring of dynamic workforce, especially with regards to gender, age and specific needs is required to ensure continued relevance of WLPs. In Hudson's case, activities for singles and elder care were especially recommended.

For more information on the study, or if your company is interested in being featured as our case study subject, please contact Mr Jonathan Chong at [jonchong@employeralliance.sg](mailto:jonchong@employeralliance.sg).