

Work, Family, and Managerial Attitudes and Practices in the European Workplace: Comparing Dutch, British, and Slovenian Financial Sector Managers

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Abstract

Managers are key actors shaping employees' capabilities to utilize work–life policies. However, most research on managers' implementation of these policies has been conducted in liberal welfare states and ignores the impact of institutional context. In this study, we situate managers within specific workplace and national layers of context. We investigated how managers in financial organizations in the Netherlands, UK, and Slovenia talk about the utilization of work–life policies. Managers' discourses stressed disruption and dependency considerations in these case studies, as in the US research. However, a further management discourse of the moral case or right thing to do also emerged. The lack of resources for replacing staff on leave creates disruption and reduces managers' capability to support the use of work–life policies, even when they are statutory or if managers are inclined to be supportive (dependency or moral argument). This is likely to impact on parents' capabilities.

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