DISSERTATION

EMPLOYEE PERCEPTIONS OF ORGANIZATIONAL SUPPORT: AN ORGANIZATIONAL COMMITMENT TO A BALANCED WORK ENVIRONMENT

Submitted by

Carol Tharp Miller

School of Education

In partial fulfillment of the requirements

For the Degree of Doctor of Philosophy

Colorado State University

Fort Collins, Colorado

Spring 2011

Copyright by Carol Tharp Miller 2010

All Rights Reserved

COLORADO STATE UNIVERSITY

March 29, 2010

WE HEREBY RECOMMEND THAT THE DISSERTATION PREPARED UNDER OUR SUPERVISION BY CAROL T. MILLER ENTITLED EMPLOYEE PERCEPTIONS OF ORGANIZATIONAL SUPPORT: AN ORGANIZATIONAL COMMITMENT TO A BALANCED WORK ENVIRONMENT BE ACCEPTED AS FULFILLING IN PART REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY.

Committee on Graduate Work

Glenn Good

Jim Banning

Malcolm Scott

Adviser: Jerry W. Gilley

Co-Adviser: Alina M. Waite

Director: Carole Makela

ABSTRACT OF DISSERTATION

EMPLOYEE PERCEPTIONS OF ORGANIZATIONAL SUPPORT: AN ORGANIZATIONAL COMMITMENT TO A BALANCED WORK ENVIRONMENT

The purpose of this dissertation was to examine how employees perceive their organization's family-friendly policies as they relate to achieving a positive work-life balance. Work-life balance is defined as the level of satisfaction associated with how one functions at home and work with very little work-life conflict. Work and personal demands are contributing to the need for such family-friendly policies. The literature suggests that companies are making the commitment to adopt formal family-responsive policies, which must be guided by a supportive organizational culture to be successful (Galinsky & Stein, 1990; Kossek & Nichol, 1992). This study explores the impact that one company has made on its employees through the experiences of eight participants.

I had to understand how employees perceived the organizational culture and I wanted to understand how work-life balance was influenced by the organizational culture. The study focused on understanding the participants' experiences. Phenomenological research allowed me to share in the experiences of eight New Belgium Brewing Company employees. Phenomenological design enables the researcher to examine the human experience through detailed descriptions of people being studied (Creswell, 1994).

The findings revealed how participants experience the culture related to work-life balance. Analysis of the data resulted in five major themes, which represented how

participants experienced their work environment. The first of the thematic structures was organizational culture. Culture is integral to how the participants see the organization; however, it does not stand out as a unique component of what New Belgium Brewing Company does—it was more about who they are. Culture connects the participants to New Belgium Brewing Company. The second theme was relationships. Relationships built in direct correlation to the organizational culture. Work-life balance was the third theme, revealing the participant responses were less about company policies and programs and more about participants working in a company that cared. The fourth theme related to participants' commitment; participants want to do the best job they could, not only for the company, but specifically for the company CEO. The fifth theme was sustainability, suggesting the size of the company could be a factor in maintaining a sense of community.

Carol Tharp Miller
School of Education
Colorado State University
Fort Collins, CO 80523
Spring 2011

ACKNOWLEGDEMENTS

I would like to take this opportunity to first thank New Belgium Brewing Company for allowing me into their offices, the brewery, and into the lives of their employees. Their support allowed me to tell the stories of the employees through the voices of these eight participants. I would also like to thank each of the eight participants who saw value in telling their personal stories. I appreciate that they shared their time as well as their experiences. Thanks for sharing a very special part of you with me. I would also like to extend a very special thanks to Mark Fischer for allowing me into New Belgium Brewing Company and for introducing me to some key members of human resource management. Mark was instrumental in providing me with historical information on New Belgium Brewing Company. In addition I would like to thank, Jenny Briggs who provided me with the elements of New Belgium Brewing Company Company's policies and programs designed to benefit employees. I would also like to thank Shane Basinger for generously giving of his time and hospitality while helping me navigate the brewery. Shane was there to do whatever I needed him to do and at the same time he embodied the spirit of New Belgium Brewing Company that I heard so much about. I would also have to thank Kim because she indeed made all this possible. I look forward to thanking her in person.

I would like to give a heartfelt thanks to the members of my committee. James Banning was more than a methodologist, he helped guide and ground me. Malcolm Scott was supportive and a beacon of light for me. Glenn Good was a friend and colleague; he knew I could complete this journey and he wanted to be on my committee from the beginning. Alina Waite came late to my committee and brought with her just what I

needed to get it done. A special thanks to you Alina. Jerry Gilley was my chair and he encouraged me to stretch and go beyond what I thought I could do.

I am the most grateful to my family; Michael, Courtney and Justin were always there to tell me I could do it, they inspired me. No one could ask for a better husband and partner than Michael. He worked to understand the process with me so he could be of as much help as possible. My sons brought a special kindness and humor to my late nights. I knew that my staying my course would help both of my sons with personal challenges in their future.

I also want to thank my parents Delores and Bill Tharp whose endless pride and modeling brought me to this point in my life. My parents always told their six kids we could be whatever we dreamed we could be. I also want to thank all my brothers and sisters for their words of encouragement. Each of them in their own way helped bring me to this point. There is a special place in my dissertation for each of them—Bill, Michele, Lisa, Janice and Alan. I want to thank my aunts and uncles for what they accomplished in their life that helped me set goals. My nieces and nephews gave me more reasons to make it happen, thank you all—Lauren, Lindsay, Candice, Alan (A.J.), and Christopher. I want to thank my grandparents who could have imagined I could have gone this far. I want to thank my friend Stephanie; she would always check on me and just be a friend. I also want to thank the family I married into Jim and Mary Ann Miller; they have embraced me and showed me love and support. Their pride in me is also an inspiration.

My Community College of Denver family has supported and encouraged me all along the way. Thank you all for well wishes, prayers, love, and my sabbatical. Dr. Bleeker, Dr. Doyle, and to faculty council a special thanks for making it all possible. My

friends and extended family had read and read over again my dissertation and course work. Thank you to Judy, Teri, Connie, Vinnie, Jeff, Margaret, Carolyn, Sherrill, Janice, Becky, Rhonda, and my Michael for reading. Marty made it possible for me to complete my statistic class.

Special thanks to my University of Denver family, after more than 30 years these are still the people that give me strength and motivate me by their accomplishments and commitment to me: Deborah, Linda, Ben, Wy, Bill, Tina, and Michael.

I want to thank so many special friends for their hand in helping me to the end of my journey. Some friends I have had for a long time and some I met along the way. There are those at Colorado State University in a number or areas that I will remember for their kindness and help when I needed it most, Evelyn, Maggie and Heidi, thank you ladies, your help made my road a little easier to travel. There are a number personal friends and colleagues that stepped in at just the right time to do or say the right thing, keeping me focused. Linda gave me the motivation to start; while Bruce and Adrian gave me support and encouragement along the way. Because of all those that inspired me I will pay it forward.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION 2
Introduction and Background 2
Statement of the Problem 4
Purpose Statement 6
Research Questions, Focus of Inquiry 6
Definitions of Terms 6
Delimitations 8
Assumptions and Limitations 8
Significance of the Study 9
Researcher Perspective 9

CHAPTER 2: LITERATURE REVIEW 12
Work-life Balance 12
Guest's Work-life Balance Model 15
History of Work-Family 16
Types of Work-Life Family Benefits 18
Workplace Response 19
Theoretical Framework 20
Work-Family Conflict 21
The Gap between Policy and Practice 25
Organizational Culture 26
Organizational Versus Manager Support 27
Organizational Response to Work-Family Issues 28
What Employees Want 30
Conclusion 32

CHAPTER 3: METHODS 33
Qualitative Research Methodology 33
Phenomenology 34
Researcher's Role 35
Data Collection and Recording Procedure 36
Site Selection 39
Sampling Strategy 40
The Interviews 42
Data Type 42
Data Recording Procedure 43
Data Analysis 43
Epoche 45
Phenomenological Reduction 46
Imagination Variation 47
Synthesis 48
Trustworthiness 48
Summary 49

CHAPTER 4: THE RESULTS 51
Institutional Description 51
Participant Introduction 54
Participant Descriptions 55
Findings: Thematic Structure 56
Emergent Themes and Attachment of Meaning 57
Theme One: Culture 57
Sub-theme One: Formal Culture 62
Sub-theme Two: Informal Culture 66
Sub-theme Three: Flexibility 68
Sub-theme Four: Fun 71
Sub-theme Five: Trust 73
Culture Summary 74
Theme Two: Relationships 75
Sub-theme One: Communication 79
Relationships Summary 80
Theme Three: Work-Life Balance 81
Work-Life Balance Summary 87
Theme Four: Commitment 88
Commitment Summary 91
Theme Five: Sustainability 92
Sustainability Summary 95
Conclusion 96

CHAPTER 5: DISCUSSION 98
Research Assumptions and Biases 99
Discussions of Findings 100
Relevance of Findings to the Literature 103
Limitations 107
Implications 107
Recommendations for Future Study 109

REFERENCES 112

APPENDIX A: Family and Medical Leave Act 123
APPENDIX B: Recruitment Letter 125
APPENDIX C: Interview Protocol 126
APPENDIX D: Interview Questions 127

LIST OF TABLES

Table 1. *Guest's Work-life Balance Model*.....15

Table 2. *Examples of Work-life Benefits by Type*.....18

CHAPTER 1: INTRODUCTION

Introduction and Background

The challenge of balancing work and family demands is of concern to individuals and organizations. In recent years, global competition, downsizing, and technology that keep workers constantly connected to work have intensified employees' work demands (Cappelli, 1991; Valcour & Hunter, 2005). Organizations now offer family-friendly programs in response to a changing workforce (Loysk, 1996). The last few decades have seen rapid and unprecedented changes. Changes in the composition of the workforce, together with a growing population of workers in nontraditional family roles, have focused attention on the conflict employees experience when looking to balance the demands of work and home (Greenhaus & Parasuraman, 1986). At the same time, employers are faced with the implications of taking no action. In other words, not only should employers consider the social implications of instituting such programs, they also have to consider the social and financial cost of doing nothing (Arthur, 2003)

Work-life balance issues affect almost everyone: men, women, children, the community at large, and businesses. It can be argued that many of the current approaches to resolving work-family dilemmas are not always successful when they fail to take into consideration issues such as gender distribution of family responsibilities and the 40-hour work week (Bailyn, 1984; Parasuraman & Greenhaus, 1997). Greenhaus and Parasuraman (1986) asserted that work-family issues are central to society's vision for the common good and must be addressed at the individual, organizational, and societal

level. Their multi-stakeholder perspective offers some very creative solutions. When considering the impact or benefit to employers, the first step would be to understand what employees' needs are, then to understand what those needs are in direct correlation to the success and profitability of the organization (Grover & Crooker, 1995).

There are multiple ways to meet individual employee needs for a balance between work and home. Each individual determines his or her own personal balance. If employees were to understand work-life balance they would have to examine their personal values and beliefs (Galinsky et al., 2005; Kirchmeyer, 1993). As workers are expected to work longer hours, family increasingly bears the burden of balancing work and family. This can result in increased stress and role conflict for workers within the family (Glass & Estes, 1997).

Friedman and Greenhaus (2000) theorized a work-family situation under which work and family are "allies" rather than enemies, suggesting a model of work and family enrichment that offers a positive linkage between the two (Greenhaus & Powell, 2006). Friedman and Lobel (2003) opined that some employers have discovered the benefit of giving employees work time to deal with personal issues. If they do so, an employee can realize an increased level of control and flexibility in their personal lives, which could ultimately benefit the employer (Callahan, 2007). An organization that offers this level of support to employees can realize increased employee commitment (Friedman & Greenhaus, 2000).

Organizations vary in their response to addressing work-life balance. Some organizations have designated work-family managers (McCormick, 1992). Change management and organizational development can benefit directly as work-family

managers build support for newly implemented programs (Senge, 1993). Still other organizations offer family-responsive policies, many of which have yet to be institutionalized (Glass & Estes, 1997). Twenty-first century organizations see these areas as important because of the impact on organizational success and the personal lives of their employees (Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005).

Work-family literature frequently focuses on work hours and how hours worked would be taken in consideration when an employee's commitments to non-work responsibilities help determine an employee's ability to achieve work-life balance (Bond, Thompson, Galinsky, & Prottas, 2002; Kirchmeyer, 1993). Extant research suggested that some studies have combined measures of multiple work-family aspects including: work-family conflict, work overload, employee satisfaction with work, family, and time management (Aryee, Srinivas, & Tan, 2005; Clark, 2001). The trend now is to examine the effects of work-life balance on retention and recruitment of talented employees (Grover & Crooker, 1995; Thompson, Beauvais, & Lyness, 1999). At the same time there was little in the literature on employee level of usage of family-friendly programs relative to how companies directly benefit (Frone, 2003).

Statement of the Problem

The current situation is accepted by employees striving to be successful in today's work environment; long work hours are expected and even required, unfortunately so are the consequences (Perlow, 1995). Ironically, we have a social structure that rewards work addiction (Fassel, 1990). An increasing number of employees surveyed report they are struggling with a healthy balance between their personal and work lives (Lockwood, 2003). There still remains the question of what we mean by balance (Morgenstern, 2008).

> Work-life balance is not about the amount of time you spend working vs. not working. It's more about how you spend your time working and relaxing, recognizing that what you do in one fuels your energy for the other. (Morgenstern, 2008, p.1)

Still, work-life balance continues to be the subject of debate on how to allow employees more control over their working arrangements to better accommodate non-work needs, while still benefiting their organizations (Hall & Atkinson, 2006). Even with the increased interest in organizational sanctioned work-life balance initiatives and the potential benefit to employees, there was little research making sense of the work-life balance constructs (Powell & Mainiero, 1999).

Work-life balance continues to surface as a consideration for potential employees when selecting a company; at the same time, it is critical to employee retention. In order to maintain its competitive advantage, an organization has to continue to recruit and retain the best workforce (Allen, 2000). Family-friendly programs have proven to have a positive impact on work and personal outcomes (Thomas & Ganster, 1995; Thompson et al., 1999). For example, when family-friendly programs are offered, turnover is lower (Grover & Crooker, 1995). Organizational culture combined with support from management can help determine if employees embrace the culture and ultimately use the programs. Therefore, this study examined whether the utilization of existing family-friendly programs contributed to the well-being of employees in both the workplace and home. This study also explored how employees make sense of the family-friendly programs that an organization offers. This research has enhanced clarity and understanding of what work-life balance means to the employees in an organization.

Purpose Statement

The purpose of the study was to examine how employees perceive their organization's family-friendly policies. Do employees view their organization as encouraging utilization of its family-friendly programs? Do employees see their family-friendly programs as reflecting their needs? How effective are family-friendly programs in helping employees achieve balance? Are there differences in perception of work-life balance between the organization and its employees? The results will determine whether the organization was responsive to the needs of its employees.

Research Questions, Focus of Inquiry

The purpose of the study was to examine how employees perceive their organization's family-friendly policies. The research questions examined the perspective of each employee in determining how they view work-life balance. The study explored the following research questions as sub-problems:

1. How do employees perceive work-life balance?
2. How do employees make sense of the balance between work and non-work commitments?
3. Do employees see their organization as supporting their usage of family-friendly programs?
4. Do employees see work-life balance as a priority for the organization?

Definitions of Terms

The following terms and definitions were used in this study and are provided here for clarity and consistency:

Family: Typically defined in terms of all aspects of an individual's personal life including any relationships outside of the workplace. (Duxbury, Higgins, & Neufeld, 1998).

Family-friendly policies: Simkin and Hillage (1992) defined "family-friendly" policies as a formal and informal set of terms and conditions designed to enable an employee to combine family and work responsibilities; those policies designed to assist workers in combining employment with family life, caring responsibilities and personal life outside the workplace, while meeting the employer's needs (Simkin & Hillage, 1992).

Family-friendly program: Programs that go beyond those required by the Family and Medical Leave Act (FMLA). (See Appendix A)

Family-work conflict: Occurs when participation in family activity interferes with participation in a competing work activity or when family stress has a negative effect on performance in the work role (Frone, 2000; Greenhaus & Beutell, 1985; Greenhaus & Parasuraman, 1986).

Work-family balance: "the extent to which an individual was equally engaged in—and equally satisfied with—his or her work role and family role" (Greenhaus, Collins & Shaw, 2003).

Work-family conflict: Occurs when participation in a work activity interferes with participation in a competing family activity or when work stress has a negative effect on behavior within the family domain (Hammer, Bauer, & Grandey, 2003).

Work-family programs: Employer sponsored benefits or working conditions that help an employee to balance work and non-work demands, including, but not limited to, child and dependent-care benefits, flexible working conditions, family leave options, and

information services (e.g., educational programs and information, personal counseling) (Bardoel, Tharenous, & Moss, 1998, Hill, Hawkins, Ferris, & Weitzman, 2001).

Delimitations

The study will be confined to a for-profit organization in Colorado.

Assumptions and Limitations

The study will rely on self-reported data from individual employees. With self-reported data, the limitation is more than the nature of measure but the nature of design and the implication of certainty about the casual connections among the variables (Spector, 1994).

The studies that will be included in this dissertation will be from the United States. The focus of this study was work-life balance and its impact on the life of employees and the organization. Therefore, this study will be limited to empirical research studies that explore the effects work-life balance initiatives have on the culture within organizations in the United States.

I recognized that the ability to draw conclusions based on science was directly dependent on the trustworthiness of the data provided by the employees. Employee responses were limited, but questions were used to help the participants remain focused. I recognized that some lines of questioning could be uncomfortable for employees to answer. It was critical to build rapport with the employee group. There was always a risk that I could go into questioning that could elicit an emotional response or one that was unintended.

There was also the possible limitation that there was insufficient company documentation that could be accessed. Therefore, I relied on the employee to be honest

and forthcoming. In that respect, I relied on his or her understanding and interpretation of all organizational policies.

Significance of the Study

There are a number of formal family programs including referral and financial resources for child and elder care, family leave, and various work arrangements. Work and personal demands are contributing to the need for such programs. There is evidence that some companies are seeking to reduce rather than expand the cost associated with work-family programs (Batt & Valcour, 2003). At the same time, the literature suggested a number of companies are making the commitment to adopt formal family-responsive policies that must be guided by a supportive organizational culture to be successful (Galinsky & Stein, 1990; Kossek & Nichol, 1992).

The demand for work and family balance was a major challenge for many organizations (Ingram & Simons, 1995). Employees experience stress trying to balance work and family roles (Fredricksen & Scharlach, 1999). Work-family conflict can impact an employee's level of satisfaction in the job, thus representing a significant problem for an organization; data supporting whether employees are being helped by these programs is limited (Fredricksen & Scharlach, 1999; Frone, 2000; Gornick & Meyer, 2003). This study will assist top management and human resource personnel to better understand the impact of offering family-friendly programs.

Researcher Perspective

In qualitative research, personal perceptions are important to the study conducted. As a researcher I understand that my perceptions will influence the outcomes because the data were filtered through me and ultimately subject to my interpretation. My perceptions

stem partially from personal work experiences. I have worked for 20 plus years and have had a tendency to struggle with my own work-life balance. My participation in a Ph.D. program has contributed to my personal workload, and at the same time, afforded me the opportunity to assess my interests in work-life balance and what it means to achieve my own personal balance.

My beliefs and values have helped shape my perceptions about work and its role in my life. I believe in hard work and that doing something you enjoy can enrich your life. I also embrace the assertion that to be successful in a work environment, one might expect to spend whatever time it takes to get the job done. Clearly, if one expects to reach the pinnacle of his or her career, one would expect to put in the time along with hard work. I also contend, however, that there can be life outside of work.

I am a program chair and faculty member at a community college; I have been at the college for 21 years, a faculty member for 12 and program chair for the last 5 years. I have been very successful with students and with administration winning a number of student and administrative awards. Administration and faculty see me as the "go to girl." I have taken on a number of projects and challenges and serve on a number of committees. I routinely work beyond the required time. I like being known for my successes and am more likely to say, "yes" to a new challenge than "no."

I have an undergraduate degree in marketing and graduate degree in management. As part of my master's degree, I worked extensively with for-profit organizations on research and team projects. While in the Ph.D. program my breadth of knowledge was expanded with the study and implementation of various human resource development projects.

I am also a change agent responsible for understanding why employees resist change. I have studied and implemented change initiative strategies. Working closely with employees to understand their role in organizational change has prepared me to understand the perspective of the family, while at the same time understanding the employer perspective.

I have been a diversity trainer and facilitator for 12 years. Key to my success is being able to listen and help participants think through their perspective. I can also keep the training focused and at the same time not inhibit the participants. Participants in my training can be as young as 12 years old but the majority of them are high school or college age. A quarter of the trainings are directed to faculty and administration. The goal for participants was to be able to analyze biases or insights related to communication and diversity initiatives. Ultimately, I want participants to be reflective and to grow from sharing their experiences.

CHAPTER 2: LITERATURE REVIEW

The purpose of the study was to explore how organizational employees saw the relevance of their work-family programs in the context of their needs. The research examined four areas of literature related to work-life balance programs. The first phase of the literature review examined existing research related to work-family program influence on work-life balance in modern organizations. The second phase evaluated the attitudes and beliefs related to work-life balance present in organizational culture. The third phase of the literature review sought to understand organizational responsiveness directly identified by the employee. The fourth phase examined literature that might help establish the role of the organizational culture in program development and widespread organizational acceptance.

Work-life Balance

The term "work-life balance" was first used in advertising to attract the most qualified applicants. The plan was to lure applicants with the idea that work-life balance accommodated a candidate who was interested in making his career and personal life compatible (Lockwood, 2003).

In a broader sense, many employees thought that balance was the ability to accomplish both their work and personal goals by meeting a predetermined level of satisfaction (Fisher, 2001). Viewing work-life balance from the perspective of the employee as well as the employer was critical in addressing the changing dynamic of the workplace. Employees responded to increasing pressures from work and family life with

a reorientation of their values placing more emphasis on having quality of life. Examples of what employees determined to be quality of life varied. Employees' personal experiences such as volunteer work, hobbies, and more leisure time were the focus (Casner-Lotto & Hickey, 1999). Hill, Miller, Weiner, and Colihan, (1998), found that employees placed significant emphasis on time with immediate family and friends as well as personal time with very little interest in sacrificing these priorities for career advancement.

Work-life balance was defined as the level of satisfaction associated with how one functions at home and work with very little work-life conflict. Balance was further defined as the extent to which an individual was engaged in and equally satisfied with, their work and family role (Greenhaus et al., 2003). Based on this assertion Greenhaus and Powell (2006) proposed three components of work-family balance: (a) time balance—equal amount of time devoted to work and family roles; (b) involvement balance—equal levels of psychological involvement in work and family roles; and (c) satisfaction balance—equal levels of satisfaction related to work and family activities. Balance was accomplished when there was equal weight on both sides of the scale; in this case, equal time was dedicated to work and family. There was a correlation between balance and the quality of life (Greenhaus & Powell, 2006). Therefore, quality of life was highest for those who were more engaged or more satisfied with family than with work and lowest for those who were more engaged or more satisfied with work than with family (Greenhaus et al., 2003).

The sweeping changes in work, workers, family, institutions, and communities gave life to a new functional title in human resources, a new consulting area, a new

foundation program area—in short a new field known as "work-family or work/life issue" (Friedman, 1990, p. 127). Companies needed to rely more on employees' commitment to the organization to be successful. There had to be consideration of the heart and soul of the employee and not just his or her skill level (Friedman, 1990). To effectively reenergize their workforce, organizations had to shift from getting more productivity out of people to investing more into them; motivated employees brought more of themselves to work each day (Schwartz &Mare, 2005).

The work-family culture of an organization can also impact employee commitment to the organization. A positive image in the mainstream media can also be a direct result of an organization's family-friendly policies (Working Mother, 2003). Organizations that are thought to be family-friendly can receive external benefits in the form of good publicity (Catalyst, 2003; Working Mother, 2003). Those that view themselves as family-friendly have also received the benefit of improved morale and employee retention (Loysk, 1996). At the same time, organizations can benefit from increased productivity from employees who appreciate these programs (Grover & Crooker, 1995). Changes in labor force demographics have also led to changes in some organizations appearing more family-friendly (Baughman, DiNardi, & Holtz-Eakin, 2003; Galinsky & Bond, 2000; Parasuraman & Greenhaus, 1997). Some large organizations are legally required to offer leave under the Family Medical Leave Act (FMLA). Family-friendly programs are those that typically go beyond those mandated by the FMLA.

Guest's Work-life Balance Model

The Guest (2002) model was representative of the issues addressed in the analysis of work-life balance. There were three broad sets of overlapping influence that contributed to the problem of work-life imbalance. These influences were developed as a part of work and life outside of work (Guest, 2002). Determinates of work–life balance are located in work and home contexts. At work the demand of work may be high or low. The culture of work reflected the organizational culture. Organizational demands for long work hours can have an adverse effect on work-life balance. "Home" was used to represent any time outside of the workplace. Demands from home refer directly to commitments and obligations outside of work-related issues. Commitments or obligations can either be from family (child and elderly care or spousal or significant other), community, social attributes, or leisure activities. These commitments or obligations were also termed "non-work activities." Gender was also a factor in most cases, with high demands being placed on women for family related issues (Guest, 2002).

Outcome of work-life balance was related to personal satisfaction and well-being in the workplace. The model represented a traditional framework for the analysis of one's work-life balance, highlighting variables that had a tendency to be considered in empirical analyses. The model was representative of a typical worker; variables could be added or removed from this framework. Table 1 presents Guest's work-life balance model.

Table 1

Guest's Work-life Balance Model

Determinate	Nature of the Balance	Consequence/Impact
Contextual	**Subjective**	
Demands of work	Balance (no emphasis)	Work satisfaction
Culture of work	Balance (home central)	Life satisfaction
Demand of home	Balance (work central	
Culture of home		Health (well being)
	Spillover work-to-home	Stress (illness)
Individual factors	Spillover home-to-work	
Work orientation		Behavior/performance
Personality	**Objective**	at home
Energy		
Personal coping	Hours worked	Behavior /performance
Gender	Free-time	at work
Age, life and career stage	Family role	Impact on Coworkers
		Impact on family members

Source: Guest, D. E. (2002). Perspective on the study of work-life-balance.

History of Work-Family

Prior to the industrial revolution, there was very little segmentation between work and home (Bailyn, 1993). The rise in the industrial revolution brought about factory systems, decreasing the work done on farms, in the home, or in small community shops. The result was a distinct separation between family and work (Shamir, 1983). Men primarily worked in the factory leaving women in the home raising the children. The economic impact associated men with working and women with non-working or having no economic impact (Wilensky, 1961). Women who did work in the home worked for no pay. More recently there has been a shift in how organizations view their workers and their families. Work and non-work research began to focus on the work and family

domains, supported by the fact that organizations began to see work and family as two systems that are interconnected (Kirchmeyer, 1995).

Since the early 1970s, the workforce, along with the structure of the family, has undergone dramatic change (Kossek, 2005). The numbers of women, dual income families, and single parents represent a significant trend in today's society. The decade from 1998–2008 saw more women in the workforce at the same time that the traditional family, with the father working and the mother staying home with the children, was diminishing. Pressure was now on organizations to address employees' family responsibilities (Galinsky, Friedman, & Hernandez, 1991).

The percentage of families in which the father was the only adult working outside the home has fallen to less than 20%, whereas dual-earner families have risen to more than 53% (Commerce Department, 2003).Both married and unmarried mothers were in the workforce in higher numbers with increases as follows: 79% unmarried, 70% married, and 59% of mothers with children under the age of one year (Bureau of Labor Statistics [BLS], 2008). These numbers represent an increase of women in the workplace from 52% in 1991 (BLS, 2008). The high rates of women in the labor-force also affect men who are partnered with women.

There were also other workforce and demographic factors contributing to change, for example an increased divorce rate resulted in an increase in the number of single mothers in the workplace. As gender roles blended it became acceptable for women to cross over into the more traditional role of head of household. (Rayman, 2001)

> For the first time in human history the majority of young men and women had been raised in households where either parents or single heads of household parents have held paid, outside-the-home, full-time jobs. (Rayman, 2001, p. 76)

Other critical changes in the external environment have impacted the lives of employees and the organizations that employed them. Some of these changes were: technological advances, the shift from manufacturing and service environments, and increased competition (Parasurman & Greenhaus, 1997). Employees have dealt with the uncertainty of corporate downsizing, layoffs, and mergers. Globalization continues to feed an already extremely competitive environment (Fleetwood, 2007). These external forces, coupled with the demographic changes, make it more and more difficult for workers to balance work and non-work roles (Thompson & Bunderson, 2001).

Types of Work-Life Family Benefits

Literature has drawn a distinction between work-life and work-family benefits and has categorized the different types of benefits (Parasurman & Greenhaus, 1997). Furthermore, much of the research has examined work-family policies, defined as "any benefit, work condition, or personal policy that has been shown empirically to decrease job-family conflict among employed parents (Glass & Fujimoto, 1995, p. 389). Many of the policies, such as alternative work schedules, apply to both single employees and those that are married with or without children. Therefore, using work-life benefits terminology to define any benefits, work condition, and personal policy that were suggested in reduced work-life conflict can provide a broader more encompassing perspective than work-family benefits (Lockwood, 2003).

Table 2 describes four distinct types of work-life benefits: (a) leave benefits, time away from work to address non-work related situations (this type of leave can either be paid or unpaid, but all imply job security upon return); (b) dependent care benefits—work-life balance problems of primary caregivers of children and/or elderly parents; (c)

alternative work arrangements—flexibility with work scheduling around personal or familial obligations; and (d) mental health and wellness programs, which seek to alleviate job stress and promote employee mental and physical wellness (Allen, 2000).

Table 2

Examples of Work-life Benefits by Type

Leave benefits	Dependent Care benefits	Alternative work requirements	Mental health/wellness programs
• Maternity leave • Paternity leave • Parental leave • Elder care leave • Sabbatical • Disability leave	• On-site day care • Off-site day care • Dependent care savings accounts • Dependent care referral services • Vouchers	• Flexible hours • Part-time work • Work from home • Job sharing • Compressed work week • Tele-commuting	• Employee Assistance Programs (EAP) • Work-life workshops • Stress man-agement workshops • On-site gyms • Gym membership

When managed effectively work-life benefits can have an impact on a number of organizational considerations: competitive advantage, improving morale, and attracting and retaining the most qualified workforce (Allen, 2000).

Workplace Response

Changes in labor force demographics have led to changes in some organizations appearing more "family-friendly" (Baughman, DiNardi, & Holtz-Eakin, 2003; Galinsky & Bond, 2000; Parasuraman & Greenhaus, 1997). Some large organizations are legally required to offer some leave under the FMLA. Family-friendly programs were those that typically go beyond those mandated by FMLA (Appendix A).

Organizations that view themselves as family-friendly can receive internal benefits from employees who feel appreciated. At the same time, there can be some level of benefits associated with improved productivity (Grover & Crooker, 1995). Organizations thought to be family-friendly can receive external benefits in the form of good publicity (Catalyst, 2003; Working Mother, 2003).

Theoretical Framework

It was first thought that research on work-family issues should be focused on the challenges of the working mother; subsequent changes in the workforce resulted in a broader more inclusive perspective. In the 1990s workforce, it was more appropriate to capture the experiences of multiple demographic groups (single/married, male/female, varying cultures) to explain how individuals achieve work-life balance (Duxbury & Higgins, 1991). Alternatively, the emergence of theoretical perspectives was viewed from a chronological vantage point. The 1930s offered a first glimpse of work and family having an impact on each other. In the 1950s work and family were viewed as being independent of each other. By the 1970s the two were seen as intertwined. By the end of the 1990s there was a growing trend toward research in the social sciences establishing a definite overlap and interdependence of work and family (Padavic & Reskin, 2002). "Now more than ever, employees are faced with a broader and more complex set of challenges and responsibilities both on the job and at home" (Institute of Management & Administration [IOMA, 2004, p. 1).

Work-life balance was addressed in a number of contexts. Business and industry recognized the importance of work-life issues and the impact on bolstering production, improving employee morale and retention, and reducing medical leaves as well as stress-

related issues (Perry-Smith & Blum, 2000). At the same time, organizations were reducing their workforce resulting in an increased workload for the remaining workforce, causing employees to put in longer hours, sometimes spilling over into family and personal time (Rogers, 2002).

Susan R. Meisinger (2005), president and CEO of SHRM, reported significant demographic changes are driving increased interest in work-life balance:

> Changing demographic trends, a possible labor shortage and retiring baby boomers make addressing the needs of younger workers increasingly important. This group of workers will need to fill the knowledge and skills gaps in the near future. Younger workers value work and life balance more than the generations before them and will likely join organizations that best meet their needs. Businesses that know how to create an organizational culture that accommodates the needs of their targeted workforce will have the advantage in the competition for talent. (Meisinger, 2005, p. 1)

These trends are likely to continue to grow at a consistent rate for the foreseeable future. Changing demographics in the United States workforce was widely recognized as a driving force in the growth of organizational work-family programs (Zedeck & Mosier, 1990; Meisinger, 2005). Eighty-five percent of employees have some day-to-day family responsibilities that interfere with normal work function (Bond, Galinsky, & Swanberg, 1998).

Work-Family Conflict

The literature on work-family conflict and its impact on the ability of an employee to attain work-life balance have been examined in great detail (Guest, 2002).

> Flexible work arrangements have been important for work-family studies because the interface between work and family demands was a significant cause of inter role conflict, defined by Greenhaus and Beutell. (1985, p. 77)

Greenhaus and Beutell (1985) defined work-family conflict as "a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (p. 77). Evidence of work-family conflict can be seen both at home and on the job (Glass & Estes, 1997). Kossek and Ozeki (1998) suggested that if individuals feel stressed in their home life that stress can spill over to the work arena affecting various behaviors in the workplace. Hammer, Bauer, and Grandey (2003) offered a more multi-dimensional construct, with both sets of demands interfering with one's ability to fully carry out responsibilities in either domain. Family and work can be seen as having a direct and reciprocal relationship; in the case of work-to-family conflict, work demands interfere with family responsibilities (Kopelman, Prottas, Thompson & Jahn, 2006). Conversely, with family-to-work, conflict happened when family activities interfered with work responsibilities (Hammer, Bauer, & Grandey, 2003). Family stress can also have a negative effect on one's performance in the workplace (Frone, Yardley, & Markel, 1997; Greenhaus & Beutell, 1985; Parasuraman & Greenhaus, 1997).

Employees are routinely faced with pressures to participate in both work and home activities. It is only when the employee has to make a choice of which to do and which to forego can we know the direction of the conflict (Greenhaus & Beutell, 1985). An example would be an employee forced to choose between an out-of-town work assignment and their child's back-to-school night. In the event that an employee has a conflict in scheduling between a personal and work related activity and the employee chooses the business trip, then work has interfered with family life (Morris & Madsen, 2007). If the same employee passed on the business trip to attend his or her child's back-to-school night, then family responsibilities have interfered with the employee's work-

life (Greenhaus & Powell, 2006). The directionality of the time-based conflict ultimately hinged on the employee's decision.

Edwards and Rothbard (2000) noted this type of conflict can represent a drain on the organization's resources. The time an employee spends pondering the decision is time not spent on work (Kirchmeyer, 2000). However, no specific research has been done to study time allocation for the purpose of making such a decision. There are three factors that employees can use to determine if they will elect to participate in a work activity or a competing family activity, which also determined the direction of the interface: role pressure, role salience, and role support (Greenhaus & Powell, 2006).

In their pioneering analysis of organizational stress, Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) examined role pressure and subsequently how the role sender (employer) communicates an expectation to the focal person (employee). Integral to expectation was role pressure designed to induce the focal person to comply with the expectations of the role sender. Implicit in the role pressure were sanctions that could be positive when there is compliance or negative for non-compliance. Strong role pressure was a more intense force calling for compliance with the focal person. Conversely, weak role pressure arouses less of a need for compliance (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964).

In addition to sanctions as a consequence of role pressure, individuals may also comply to role pressure in an effort to preserve their relationship with the role sender. The need to belong, ultimately maintaining strong interpersonal relationships, was a fundamental element of human motivation (Huitt, 2001; Baumeister and Leary 1995). Following this logic, strong external role pressure was more likely to produce compliance

than weak pressure; failure to comply with strong pressure was more likely to threaten the relationship than if the pressure was weak (Edwards & Rothbard, 2000). The situation can become more complicated when a role sender in the family domain seeks to influence the actions of the focal person at the same time as the role sender in the workplace. This situation creates potential "inter role" conflict where pressure arises from each role simultaneously (Kahn et al., 1964). There was no research analyzing how the typical employee makes a decision to engage in either work or family activity (Edwards & Rothbard, 2000). Greenhaus and Powell (2006) suggested that there was little evidence in the literature offering insight regarding how employees make decisions between work and a family activity.

There was some internal pressure for employees to participate in a role. Based on personal perception of what an employee role as spouse and parent should look like, individuals become their own self-sender (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Individuals who see their role as salient will develop higher personal and internal expectations (Frone & Cooper, 1993). Social identity can also be a consideration for a person to form his or her own sense of self. At the same time, social roles were represented in a hierarchical structure, such that some roles are perceived as being more important than others relative to self-identity (Thoits, 1991). Research has shown that social role salience was positively related to work-family conflict (Frone & Cooper, 1993). Presumably, higher levels of salience in a role will lead to increased participation in that role but will diminish participation in another role (Greenhaus & Powell, 2006).

The effect of role support can impact the decision to participate in a work or family activity. Support offered by the role sender can reinforce participation in an

activity. For example, organizations may offer a variety of "family-friendly" programs, such as child care, elder care, and flexible work schedules (Geoff, Mount, & Jamison, 1990). Such programs tend to have a positive effect on attitude and morale and at the same time have a negative effect on turnover and absenteeism (Lobel, 1999). The lack of manager support for utilization of these programs in an organization can lessen participation (Powell, 1998). Conversely, having a supportive manager who understands the importance of the employee's need to balance work and family will increase employee utilization and ultimately enhance the relationship of the supervisor and the employee. Even more critical, having a family-supportive manager was directly associated with lower work-family conflict, increased employee attachment and commitment, and also lower turnover (Aryee, Luk, & Stone, 1998.) Support received in the work role for participation in family activity will enhance the employee's sense of well-being and at the same time make the organization a more desirable place to work (Greenhaus & Parasuraman, 1994; Lobel, 1999).

The Gap between Policy and Practice

Even though there was growing support for work-family and work-life programs, advocates reported some difficulty convincing the business world that these initiatives "add value" (Lobel, Bradley, & Bankert, 1999). A survey of 100 companies conducted by the Center for Work and Family (1995) revealed that management identified other issues—those directly related to the operation in their area—as being more important than work-life issues. Line supervisors viewed work-life as separate from accomplishing organizational goals. Even when they perceived some value, they thought that administering any such program should fall under the purview of the human resources or

benefits department. Advocates are starting to recognize that for family-friendly policies to be effective they must be linked to broader business objectives (Lobel et al., 1999).

Some experts cautioned that work-family programs could be problematic for the employees supported by the programs. The availability of some programs could pressure an employee to use such programs even when the family might be better served to forego participation. Employees could opt to use a sick care program in the workplace when they might be better off staying home with a sick child. The downside could be exposing a sick child to other children (Kossek, Barber, & Winter, 1999). Many of these programs can increase the likelihood that the employee will work longer hours, which could be the very thing that contributed to the illusive pursuit of work-life balance (Fredricksen & Scharlach, 1999).

Organizational Culture

Callaham (2007) stated "It was becoming a commonplace assertion that a supportive organizational culture was required to ensure that the intent of family-friendly policies was realized" (p. 673). Family-friendly programs were also very likely to communicate organizational values (Morgan & Milliken, 1993). A positive image in the mainstream media can also be a direct result of an organization's family-friendly policies (Working Mother, 2003). At the same time, organizations received internal benefits from employees who appreciate these programs (Grover & Crooker, 1995).

Reciprocity suggested that if an organization can visibly demonstrate its values to its employees, employees' in turn commit to the organization and to the goals of the organization (Cohen, 1997). DuPont experienced increased productivity as employees who participated in the company's family-friendly programs were 45% more likely to

want to “go the extra mile” (Landauer, 1997). At Hoechst Celanese, a supplier of high-tech fiber, 60% of its employees thought that being able to balance work and family responsibilities enhanced their overall relationship with the company (Landauer, 1997). Overall, organizations that supported their employees through the implementation of family-friendly programs collectively reported enhanced performance and increased productivity.

Before sustained positive outcomes of family-friendly practices can be part of an organization’s culture, employees must be comfortable with the help their organizations offer. Research has identified that the availability of family-friendly programs does not guarantee that employees will embrace and ultimately use the programs offered by the organization (Casper, Fox, Sitzmann, & Landy, 2004). Family-friendly programs are more readily available overall but employee usage of such programs has not increased at the same rate (Swody & Powell, 2007). Employers offer these programs but in reality employees can be reluctant to use programs because of an unspoken stigma associated with participation (Powell, 1998).

Organizational Versus Manager Support

A supportive work-life culture has been defined as shared assumptions, beliefs, and values regarding the extent to which organizations value and support the integration of work and family life (Bardoel et al., 1998). “When employees were provided with the means of reducing work-family conflict and an environment that encourages them to take advantage of work-benefits, they are likely to feel a reduction in work-family conflict” (Bragger et al., 2005, p. 304). There was also some evidence that lower work-family conflict was directly related to an increase in job satisfaction (Kossek & Ozeki, 1998).

Supervisor support was critical for a family-responsive culture in the workplace (Kossek & Nichol 1992; Warren & Johnson, 1995). This was largely because if supervisors are not supportive of employees using family-friendly work-life programs, organizational policies will not result in retention-relevant outcomes (Crooker, Smith, & Tabak, 2002). The reality was that employees often faced a variety of barriers to using work-family programs in organizations that offer such programs. Research suggested some employees feared that using such programs can result in negative career consequences (Morris, 1997). Blair–Loy and Wharton (2002) found that employees with supervisors that support work-family programs are much more likely to use these programs.

Organizational Response to Work-Family Issues

There are a number of ways that an organization can help employees balance their work and family responsibilities. Examples of these strategies include more traditional benefits such as health insurance, pension plans, and paid vacation time. An organization can offer work and family policies, such as flexible work arrangements, assistance with child and elder care, and expanded leave options (Kossek, 2003). These are some of the programs that can make it easier for employees to resolve personal issues (Berg, Kalleburg, & Appelbaum, 2003).

Dramatic changes to the world of work over several decades have contributed to the many work-life issues encountered not only by employees, but employers as well. Employees are faced with more complex challenges and responsibilities at home and at work (IOMA, 2004). Human resource managers are charged with developing recruitment and retention programs. Ultimately any employer wants to attract and retain the best

employees. At the same time organizations could be looking to reduce their workforce due to economic constraints, which can result in an increased workload for those remaining employees (Blair-Loy & Wharton, 2002). Employees could be required to put in longer hours, sometimes spilling over into family and personal time. This makes achieving work –life balance even more critical for an employee. A supportive supervisor can increase the likelihood that an employee will use family-friendly programs (Thomas & Ganster, 1995). The research suggested an employee's supervisor was critical in determining an employee's comprehension and usage of an organization's family-friendly program which has a direct relationship to the program's success (Blair-Loy & Wharton, 2002).

A lack of manager support for employee utilization of family-friendly programs can lessen employee participation (Blair-Loy & Wharton, 2002). Having a supportive manager can enhance the relationship between the supervisor and the employees. Even more critical, having a family-supportive manager was directly associated with lower work-family conflict, increased employee attachment and commitment, and lower turnover (Aryee et al., 1998). Support received in the work role for participation in family activities will enhance the employee's sense of well-being and at the same time make the organization a more desirable place to work (Greenhaus & Parasuraman, 1994; Lobel, 1999). Research has also shown that some line supervisors view work-life balance as separate from accomplishing organizational goals, even when these programs are supported by the organization. Even when supervisors perceived some value, they tended to think administering any such programs should fall under the purview of the human resources or benefits department. A lack of awareness or direct supervision can deter

employees from using the work-family program. Another consequence of limited support can result in low supervisor referral to work-life programs (Nord & Littrell, 1990).

What Employees Want

The word "engagement" was introduced to describe one of the most salient topics in management (Welbourne, 2007). Employee engagement was defined as "the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment" (Lockwood, 2007, p. 22). Engagement was a complex concept influenced by workplace culture, organizational communication, and a managerial style encouraging trust and mutual respect, and organizational leadership (Landauer, 1997). Now that engagement has taken a more distinct turn, today's generation of workers require training, career opportunity, and a work-life balance. Engagement predictors—including but not limited to work-life balance, reward and recognition, and work environment—can help an organization better manage engagement and ultimately motivation, productivity, and retention (Lockwood, 2007).

Engaging employees is one of the greatest challenges that an organization can face (Frankel, 1998). While engagement is a relatively new area of study (Saks, 2006) research evidence supports engagement-related benefits for organizations. Harter and Schmidt's (2002) meta-analysis of 7,039 businesses units in 36 companies showed a correlation between engagement and customer satisfaction, productivity, profits, and turnover. Saks (2006) found engagement could significantly predict job satisfaction and employee commitment to the organization. Reciprocity suggested that if an organization

can visibly demonstrate its values to its employees, employees in turn commit to the organization and to the goals of the organization (Cohen, 1997).

There are seven areas of work-life effectiveness that received the most attention in order to attract, motivate, and retain employees. The seven areas include: workplace flexibility, paid/unpaid time off, health and well-being, dependent care assistance, financial support, community involvement, and cultural change interventions. Health and well-being are at the top of what employees expect as part of a balanced work environment (CCH HR Management, 2006). The findings in the research are consistent with the discussions in the literature.

One example of what employees want can be seen in the Marriott Hotel Corporation, which has developed a reputation for being responsive to the needs of its employees. In a research study, managers at a Marriott Hotel worked an average of 50 hours a week; resulting in the loss of a number of highly talented managers who left the company rethinking its approach to work schedules. In the mid 1990s the company made a cultural shift; gone were the days of "see and be seen" and "more is better." In an effort to recruit and retain talented managers, Marriott introduced a six-month pilot program in the northeast part of the United States. The new model was built on outcomes and results. This program allows employees to balance home and work (Human Resource Management International Digest, 2002).

Marriott's successes led to work-life initiatives on a larger scale. One employee worked in housekeeping at Marriott in downtown Philadelphia for three years. Faced with a number of family issues his work could have suffered resulting in a termination or lost productivity, both of which would have impacted Marriott's profitability. He went to

Marriott for help and they referred him to the company "resource line." The help he got allowed him to stay focused on his job. This program has reduced the company's turnover to 24% in an industry where the standard was 47%. Marriott offers a range of ancillary programs; in addition, the hotel chain has three major efforts running to support its service personnel. Marriott was striving to give its employees a good work-life balance (Katz-Stone, 1998).

Conclusion

Much of the literature around work-life balance examined organizational motivation for offering family-friendly programs. (Halpem & Murphy, 2005). The literature also looked at what had happened to work-life balance over time and how employee expectations have changed. Human resource managers were charged with retaining and recruiting the best employees, while at the same time creating a more productive workforce. Workers have raised expectations that increased job satisfaction will improve their quality of life. An organization has the responsibility to know if what they offer was in direct correlation with what employees see as supporting balance at home and work.

The goal of this research synthesis was to conduct an exhaustive search of the literature that examined how employees perceive the organizational culture relative to work-life balance. This involved a preliminary search of the literature, including but not limited to the Business Source Premiere database from 1990 through 2008, using general keyword search terms and phrases such as "work-life balance" and "family-friendly programs." This range gave me an opportunity to look at how not only initiatives, but also the organization's cultural perspective, evolved over time.

CHAPTER 3: METHODS

In this chapter a framework for qualitative design was presented along with a rationale for why qualitative methodology was chosen for the proposed study. This chapter was organized to first explain the research design, my role, the description of the participants, the methodology rationale, the collection of data, the analysis of data, and the reporting of the findings. The remainder of the chapter examines the data collection procedures.

Qualitative Research Methodology

According to Miles and Huberman (1994), the strength of qualitative data is that it is rich and holistic with strong potential for revealing complexity nested in a real context. Qualitative research design focuses on a bounded system, usually under natural conditions, so that the system can be understood. One cannot understand human behavior without first understanding the framework to interpret thoughts, feelings, and actions (Lincoln & Guba, 1985). Qualitative study also hinges on the fact that human behavior is significantly influenced by environmental surroundings (Marshall & Rossman, 2006). Both factors are integral to qualitative research design.

Qualitative research explores detailed and in-depth experiences of an individual's life in their own words and on their own terms resulting in rich information (Patton, 1986). Participants are viewed subjectively on an individual basis. The research is designed to capture the meaning of the experience while at the same time maintaining a holistic perspective. The primary instrument for collecting data was me (Merriam, 2002).

With that in mind I collected the data as a human instrument rather than through survey or inventories (Creswell, 1994). Particularly, qualitative research analysis is part of the process that powers data collection (Ely, Anzul, Friedman, Garner, & Steinmetz, 1991).

The nature of this study was inductive, which is characteristic of a qualitative research design. Participant opinions are their reality. I let participants go in the direction that reflected their situation and feelings on the subject. There were no preconceived notions on what the employees said and what their experiences had been. The variables were unknown. I was seeking to understand the employees as he or she related to their unique and very personal views of work-life balance in their organization's culture. It was important to understand the participants' perceptions as their realities (Miles & Huberman, 1994)

Phenomenology

Phenomenological research seeks to understand the essence of the human experience using in-depth data collection involving multiple sources of information rich in context. Phenomenological design enabled me to examine the human experience through detailed descriptions of people being studied (Creswell, 1994). This research illuminated the personal stories of the participants in relation to the phenomenon of family-friendly programs offered by the organization in the study. The theoretical techniques and qualitative methods of phenomenology, which illuminated the human condition of social life, made it an obvious choice for this study (Cicourel, 1973). The focus was on the description of the human experience while at the same time maintaining the original texture of the respondents' stories. Participants' experiences were unique and the data were dependent on how effectively each articulated their experiences

(Moustakas, 1994). In phenomenology the interviewer's questions create the context as the story unfolds (King, 1994). Patton (1990) stated that "phenomenological inquiry focuses on the question: What was the structure and essences of the experience of the phenomenon for these people?" (p. 69). The intent is not to analyze and explain but to describe what appeared to be the participants' sense of their experiences.

Analysis began informally during interviews and continued during transcription when recurring themes, patterns, and categories became evident. Data were generated from descriptive text that was gathered through the one-on-one interview process. The data, along with my own thinking, judgment, and reflections were critical to scientific investigation (Moustakas, 1988, 1994). It was important to understand the participants' perceptions and his or her perceptions as reported (Miles & Huberman, 1994). I listened to the voice of the respondents to ultimately understand the nature of their experiences and how they make sense of their lives. I used the rich details in the respondents' words to build concepts (Creswell, 1994).

Once written records of the interviews were available, my analysis involved the coding of data and the identification of points or structures. Data reduction was necessary including data aggregation (Miles & Huberman, 1994). Data reduction was the intentional bracketing of my biases and preconceptions to ensure that the phenomenon was the focus without any obstruction. Consequently, the participants experience was favored over my perspective (Moustakas, 1994).

Researcher's Role

I am very familiar with understanding the need for and how to manage change. I have studied and implemented change initiative strategies. Work-life balance is just such

an issue that some are resisting. Others recognize the need for change but are not equipped to handle the paradigm shift. Still others do not understand the possibility of a link between how a balanced employee can improve their own performance in the workplace. I have had the opportunity as a teacher, student, mother, and wife to cultivate a personal awareness about the importance of balance. I have had an opportunity to lead discussions with employee groups exploring how balance in the workplace can motivate an individual and enhance performance. I want to look at organizations where work-balance is part of the organizational culture, with the idea of helping other organizations achieve this as well.

Data Collection and Recording Procedure

The data-collection process for the study was a semi-structured approach using open-ended questions that allowed participants to be candid and open in their responses. To ascertain the trustworthiness of the research, I (a) remained fair and unbiased during the investigation procedures, (b) conducted the interviews at an isolated location on the New Belgium Brewing Company grounds that was relaxed and comfortable yet professional, (c) worked closely with the human resources department at New Belgium Brewing Company so they approved of the interview process, and (d) ensured that the candidates were contacted and asked to sign an Informed Consent Form. The data gathered during the interview process were analyzed using the processes of "convergence—figuring out what things fit together" (Lincoln & Guba as cited in Patton, 2002, p. 465) and "divergence," which calls on the analyst to "'flesh out' the patterns or categories" (p. 466) contained in the data. The categories created to obtain the

information were fashioned by looking for themes throughout the information that effectively captured and bound the data.

Once Colorado State University's Institutional Review Board granted approval to conduct the research study, I worked with New Belgium Brewing Company contacting possible participants via e-mail to solicit their participation in the study. Initially, each participant was made aware of the nature and purpose of the study. Informed consent was obtained from participants to ensure confidentiality. As part of the process, each candidate was informed of any potential psychological risk of participation. After each candidate expressed interest in participating in the study, a preliminary screening telephone call was made to answer any questions and to schedule the interview time and place. There was a brief telephone interview conducted with each participant lasting 5 to 10 minutes. This brief meeting was used to schedule the face-to-face interview, explain the process, and to also answer any questions the participants had. Once the interviews were scheduled the consent form and the interview confirmation were emailed to each participant.

All the interviews were conducted in person. The initial plan was to conduct the interviews away from New Belgium Brewing company offices. I wanted to ensure the participants felt safe and free to share their experiences. The interviews were initially planned for before or after work or on the participant's day off. In the end, however, all the interviews were conducted in a comfortable and relaxing office furnished by New Belgium Brewing Company The company offered the room and I was comfortable with the interview location being isolated from work areas. I also had to weigh how likely the employees would want to arrange times to see me away from the worksite.

The participants agreed to have their interviews tape recorded. I also kept field notes during the interviews to be used as part of data analyzing process. During the interviews any notable impressions were recorded in the field note journal. Prior to starting the interviews, consent forms were collected. At the conclusion of the interview the participants were told the interview had concluded.

The data were collected using a one-on-one, face-to-face meeting. There was a two-interview option if additional time was required; because the scheduled hour-long interviews went fifteen to twenty minutes longer in some cases, no additional interviews were conducted. The participants were able to convey the essence of their story in an extended hour-long interview. The interviews took place over the course of a two-week period, starting August 1 and ending August 15, 2009. All the interviews were conducted in a comfortable and relaxing office furnished by New Belgium Brewing Company

During the actual interview any specific impressions were recorded in the field note journal. Immediately following each interview I recorded my impressions and observations as part of a reflection's journal. Prior to starting the interview the consent form was collected. At the conclusion of the interview, the participant was told that the interview had concluded. It was interesting to note the conversations continued after the interview had concluded, and in three cases recording was resumed. Information not on the recorder was captured in my reflection's journal.

The transcriptions were read over and over again by me to increase familiarity with the data at the completion of the interview process. Each participant was given a pseudonym to ensure confidentially and an honest open interview.

Site Selection

A variety of strategies were employed to recruit the appropriate organization. Information was collected from a number of local publications. The name of a company was also the result of a direct referral/recommendation from professors or professional colleagues. A Colorado-based company with a notable reputation in work-life balance issues, featured in a national or regional publication, was the most desirable choice for the study. The ideal company for the study had to be known for its implementation of family-friendly policies inside the company as well as in the business and human resource development (HRD) community. I arranged a meeting with my dissertation committee to solicit their help in compiling a list of appropriate companies.

A list of characteristics was used to identify possible companies within Colorado before identifying the most appropriate and convenient one for the study. New Belgium Brewing Company had given initial consent to participate in the study. The company located in Fort Collins, Colorado, possessed the optimal characteristics. A letter was sent to the chief executive officer (CEO), president, and human resource director (HR) describing the research project and asking for a meeting for more in-depth discussion. The names and contact information were obtained using a number of options, including but not limited to, the newspaper, business journals, or company websites. The introduction letter was followed within a week by a phone call to schedule a meeting. This initial contact was designed with the idea of also soliciting some level of support and obtaining the name of a primary contact person. The primary contact person was contacted within a day or two to secure a meeting. The information gathered from the

meeting along with New Belgium's level of interest would serve to ultimately determine that New Belgium Brewing Company was the company appropriate for the study.

Sampling Strategy

Once the company had been selected, I worked closely with my contact in the company to secure a list of employees actively participating in the company's family-friendly programs. Participants were obtained from this one source. Selecting the participants to interview was based on a purposeful sampling technique (Patton, 1990). Purposeful sampling is utilized when there is in-depth information on the topic along with a clear set of criterion for selecting the participants (Yip, Myrtle, Wilber, & Grazman, 2002). This method of sampling allows for a range of experiences that is used to describe the phenomenon being investigated (Patton, 1980). The goal of purposeful sampling was to ensure the content was information-rich (Patton, 2001). For this study, the criteria for selecting a purposeful sample was: (a) participants must have been employed by the organization selected for the study, (b) potential respondents must have been identified by the company as participating in the family-friendly programs offered by the organization, (c) each potential respondent must have been employed by the company for at least a year, and (d) each employee must have been of legal age. The company was asked to share recruitment information with all appropriate employees who were actively participating in the company-sponsored programs for at least one year. The recruitment information was in the form of a recruitment flyer. Once appropriate employees expressed an interest they became part of a pool. From that pool, eight employees were randomly selected.

The employees in this study had to be employed by New Belgium Brewing Company, a company known to be successful in offering work-life balance. These programs, in turn, were to be a part of the organization's culture both formal and informal. Any determination of how the family-friendly programs permeated the culture of the selected organization was initially determined from the informational interviews with a representative from human resources. The participants needed to be impacted and influenced by the policies and practices of the organization as they related to work-life balance. The employees selected had to be in a position to relate phenomena to tell their story as they perceived it. Each participant was asked to share his or her thoughts on their experiences with the work-life balance policies offered by the brewery. Criteria were established for the admissibility of participants that served as subjects in the study.

The selected participants were contacted by me to set up an initial meeting to determine interest and to have them sign the consent form. This was the first opportunity to discuss the nature of the study and any perceived benefit of participation. I used the initial conversation to discuss the information to follow: the informed consent letter, the process of the interview including taping protocol, issues of confidentiality, and that the participant was free to withdraw at any time during the process. Each participant was informed that the dissertation would be published. Once a potential participant indicated a willingness to be interviewed, they were sent the informed consent letter. Once they signed and returned the consent letter, a copy of semi-structured interview questions was sent to each participant.

The Interviews

The research design consisted of semi-structured interviews with a randomly selected group of employees who were in the position to relate phenomena, as they perceived it. Semi-structured interviews were a meaningful way of obtaining qualitative research. The interviews were a useful means of obtaining information that was not easily addressed by other methods (Bryman, 1989). Yin (1981) suggested interviewing can offer unique advantages not always available through other forms of data collection.

Data Type

There were four types of data collected: employee interviews, reflection journal, field notes, and company documents pertaining to family-friendly programs (Creswell, 1994; Lincoln & Guba, 1985; Patton, 1990). Interviews are the most important form of data collection (Creswell, 1998). It was important to let people tell their own stories as well as to reflect upon their feelings. The purpose of the interview was to find out what was on the minds of the participants, their feelings on the topic, and ultimately how they interpret their world (Merriam, 1998). These interviews lasted about an hour; some were longer but did not exceed one hour and thirty minutes. There was a semi-structured approach that used open-ended questions that allowed participants to be more candid and open in their responses (Merriam, 1998). Eight employees were interviewed. The reflection journal contained my impressions related to the interviews. The field notes were information pertaining to the respondents that I captured as the tape-recorder ran. This allowed me to explain a specific point or situation as I heard it. The reflection journals allowed me to go back and reflect on what I had heard. They also provided an opportunity to assess what I saw. The participants' demeanors and their unspoken

contributions provided me with insights into what they thought about their organization. It was important for me to record my overall impressions about an interview as well as the respondents' nonverbals. Rich data were gleaned from the reflection journal.

Data Recording Procedure

An interview protocol was used to record interview notes. The guidelines were designed using open-ended questions, primarily to denote topics to be discussed. Each participant was asked to give written permission to be recorded.

Data Analysis

The purpose of the study was to explore employee perceptions of the family-friendly programs offered at New Belgium Brewing Company To create an accurate description of the phenomenon, I reviewed the transcripts and conducted data analysis using Moustakas' (1994) modification of the Stevick-Colaizzi-Keen method of analyzing data. I read each transcript and reviewed the research notes in an effort to create an accurate description of the phenomenon (Moustakas, 1994). The approach included using a coding process to organize the data from the interviews into significant statements, meaningful units, and a description of the essential structure of the experience (Creswell, 1998).

I employed epoche and phenomenological reduction. Patton (2002) noted that epoche is a process "engaged in to remove, or at least become aware of, prejudices, viewpoints or assumptions regarding the phenomenon under investigation" (p.285). By utilizing this process, I was able to view the data from a fresh, less biased perspective. Epoche was closely coupled with phenomenological reduction, also known as bracketing.

Bracketing, which is the suspending or setting aside of biases, allowed me to confront the subject matter as much as possible on its own terms (Patton, 2002).

Each tape recorded interview was transcribed by a contracted typist. I listened to each interview and read, re-read, and reviewed each interview transcript to ensure a familiarity with the material. It was also critical to assure that the words of the participants were represented as each one of them intended. I made notations in the margins of the transcripts as part of an attempt to discover specific themes and statements. The field notes that were taken during the interviews and directly after were used to enhance or aid in the analysis of my impressions. Notations from the field notes were added to the transcribed interviews. I then reviewed each transcript to identify themes, patterns, and keywords that emerged from each interview. This was done by me in an attempt to identify relevant significant statements. I also listened to the taped interviews a number of times to allow for syntactic understanding.

The interviews were of a conversational nature. An answer to a particular question could have been revealed in another question. In addition, a participant could have reflected back to a previous question providing more insight and clarity to the original answer. If it were warranted, the participant could take time to add some additional comments or insights to an answer. In some cases, a conversation continued with the participant after the interview questions had been answered. During the data analysis I included data from each participant's entire interview, regardless of when during the interview the response was provided.

My next step was to identify patterns and significant statements across all participants. This was done by taking all highlighted statements by each interview

question and grouping the statements together. Once this was done categories were identified and all relevant statements were cross-referenced by individual interview transcripts to a master data sheet. This master data sheet became the template for the findings for each interview question.

The general themes and patterns chosen for this study included three or more confirmatory responses. A response of three was chosen as it represented approximately one quarter of the participants. The themes and patterns under each question were listed by the frequency stated. The clusters and themes were referenced to the original transcripts for validation.

Epoche

The first step in data analysis was for me to fully describe the participants' experiences (Moustakas, 1994; Creswell, 1998). This step in the phenomenological research process is known as epoche or "bracketing." In this step I worked to set aside preconceptions, prejudgments, or biases (Moustakas, 1994). In this regard I used detailed notes and a reflection journal to help make sense of the transcribed interviews. Phenomenological analysis required me to state any assumptions about the study. From there my assumptions were suspended addressing any of my preconceived notions. These suspended assumptions were "bracketed" to ensure that the subjects' experiences and not my preconceived hypothesis of the subjects' experiences were documented (Creswell, 1994). Using epoche methodology provided a strategy for sense-making. It also enhanced the ability to logically articulate the experiences of my participants (Merriam, 2002).

I continually reflected on my role in this process to understand how my own experiences and biases may have influenced the study. I communicated some of my

background with the participants to aid in developing a sense of trust. It was important for me to cultivate a relationship with participants; this led to a more open dialogue.

Phenomenological Reduction

After the epoche process, the next step in data analysis was phenomenological reduction. All transcripts were read a number of times to ensure a broader understanding of the data; significant statements were extracted and divided into statements through a process known as horizontalization. In this step, I selected specific statements from the interviews determined to have significance to the study (Moustakas, 1994; Creswell, 1998). Horizonalization was to respect and allow room for each comment to have its potential meaning valued and thereby add to the understanding of the phenomenology. Moustakas (1994) described that once repetitive and overlapping elements are removed or redefined, what remains are called "invariant constituents," which are considered the "horizon" of the experience, or "the grounding or condition of phenomenon that gives it a distinct character…and enables us to understand and experience" (p.95). Themes and patterns were then allowed to emerge from the core constituents, which are then used to produce for each participant an individual textural description of the experience.

The data were inspected for key phrases relative to the research questions revealing any reoccurring phenomenon. Each significant statement was then clustered into meaningful units. Some categories emerged while others were predetermined. I found it to be the most effective way to tell the story and at the same time, find meaning in the study. Using data analysis, I found ways to discover the essential meaning in the raw data. By reducing, reorganizing, and combining the data, I invited the reader to share in the findings in a most interesting fashion (Ely et al., 1991).

Each meaningful unit was clustered into themes. These themes emerged from reviewing all the interview data and at the same time revealed themselves in a sequential nature. Each tape-recorded interview provided textual data to be analyzed for themes and patterns. Consequently, themes are reported in stages in the process of developing a commitment to work-life balance. Once themes were formulated in a process, each interview was read again to ensure that each participant's description of their experience was represented in the emergent themes (Moustakes, 1994).

Imagination Variation

The purpose of the imaginative variation was to pull out all possible meanings, divergent perspectives, and varying frames of reference about the phenomenon. In the next step a structural description of the experience involves using an imaginative variation. The structural description provided a vivid account of the underlying dynamic of the experience (Moustakas, 1994). For each participant, I examined and considered a variety of possible meanings from the textual descriptions. From the themes, I developed structural and textual descriptions of how the phenomenon was experienced.

In imaginative variation I purposefully attempted to view the experience from all possible perspectives (Moustakas, 1994). "Variation was targeted toward meaning and depends on intuition as a way of integrating structure into essences" (Moustakas, 1994, p.98).

The survey questions were open-ended and were designed to direct the respondents to the topic; from this point specific themes and issues emerged from the discussion. This provided rich context-bound information leading to patterns and theories

to help explain the phenomenon of how work-life balance initiatives are interpreted in one organization.

I read and reread the transcripts with the understanding that all insight into the data was not revealed the first or even second time and to avoid a tendency to prejudge or impose meaning too soon (Patton, 1990). By using a member check, I sent each employee his or her full transcript to read ensuring the document's accuracy.

Synthesis

Synthesis was the final step in phenomenological data analysis. The culmination of the phenomenological research process resulted in a composite textual-structural description. This description was created by developing a composite view of the group as a unified whole. To accomplish this interpretation I used an "intuitive integration" approach to bring a synthesis of meanings (Moustakas, 1994). This allowed me to communicate the essence of the phenomenon.

Trustworthiness

Several techniques were used to ensure validity and trustworthiness. Trustworthiness in me was related to my ability to be fair and unbiased during the investigation procedures while conducting the study (Creswell, 1998). The interviews were conducted at an isolated location on the brewery campus, in a place that was relaxed and comfortable yet professional. Participants were employed by the organization for a minimum of one year and were required to be familiar with the family-friendly programs offered.

Credibility addressed the issue of "truth" in the findings. I reframed questions to increase credibility. A tape recorder was used to capture the data. This was the most

efficient way (for both time and accuracy) to collect data (Creswell, 1998, 2003; Lincoln & Guba, 1985). At the same time I repeated questions and explained the meaning within the question when necessary to further increase credibility. I also used a field journal to track experiences and participant input. The field journal was probably one of the most valuable tools. Over time this information was used for reflection and documentation of the experiences. Member checking was done with the transcribed interviews to ensure the accuracy of the data. I continuously checked the information gathered from the participants (Merriam, 1998).

Summary

I selected a qualitative approach to ensure the employees' voices were heard. Qualitative research also has the intent to understand the employees' experience as closely as possible to what the employee feels. Further, qualitative research helped me to understand what constitutes balance between work and the rest of the employees' lives, from their perspective.

A phenomenological design was chosen with the idea of exploring in-depth, the human experience of those being interviewed. I identified any assumptions about the study and themes that emerged. I needed to understand the essence of the respondents' experience and to tell their story.

This research was essential for organizations to understand the impact of their policies and programs on their employees, taking into account their range of work and personal lives from a holistic perspective. The study gives insight into how well employees embrace organizational culture. In other words, what was the employees'

level of engagement with the organizational culture and how does that impact employee workplace productivity, retention, and satisfaction?

CHAPTER 4: THE RESULTS

This chapter details the results of my study to examine how the employees perceived their organization's family-friendly policies. This study focused on understanding participants' experiences. The data were analyzed using Moustakas' (1994) qualitative method of inductive data analysis, which included epoche, phenomenological reduction, imaginative variation, and synthesis. I was able to understand the cultural aspects of New Belgium Brewing Company's family-friendly policies, ultimately discovering how work-life balance was viewed in this organization by participants.

I described the lived experiences of participants including a brief description of who they are and what they do at the brewery. Each participant in the study is introduced using a within case analysis of participant description. I described how each participant experienced the organization's work-life balance policies in context with the phenomenological analysis process. I also present the thematic structures that emerged from the analysis of the data. Through the data analysis of the interview transcripts culture, relationships, work-life balance, committee, and sustainability emerged as the thematic structures that describe the phenomenon.

Institutional Description

The institutional description looked at New Belgium Brewing Company from both a cultural and historical perspective. Examining the culture of the organization provides insight into the inception of the family-friendly policy that was a self-proclaimed part of the organizational culture. I was able to meet with key management

from the brewery and human resources to gather background information on the company's inception, values, and core beliefs.

New Belgium Brewing Company was started after a biking trip through Belgium. When Jeff Lebesch and Kim Jordan returned to Fort Collins, Colorado, their vision was to produce ales of the high quality they had experienced on their trip. They started the brewery in 1991 in the basement of their home with their first brew, Fat Tire Amber Ale, in honor of that Belgium biking adventure.

Jeff and Kim were dedicated to a quality product, the environment, and their customers, as well as the well-being of their employees. The company's mission statement was a reflection of their beliefs. New Belgium Brewing Company was committed "To operate a profitable brewery which makes our love and talent manifest" (New Belgium Brewing Company, 2009). The mission led to the company's list of core values and beliefs, which are directly related to its role as an environmentally concerned and socially responsible company.

1. Producing a world class beer
2. Promoting beer culture and responsible enjoyment of beer
3. Continuous, innovative quality and efficiency improvement
4. Transcending customers' expectations
5. Environmental stewardship: minimizing resource consumption, maximizing energy efficiency, and recycling
6. Kindling social, environmental, and cultural change as a business role model
7. Cultivating potential: through learning, participative management, and the pursuit of opportunities

8. Balancing the myriad needs of the company, staff, and their families
9. Committing ourselves to authentic relationship, communication, and promise
10. Having fun, (New Belgium Brewing Company, 2009).

New Belgium Brewing Company owners did not perceive themselves as typical business owners. They sought to create a workplace that, among other things, was a fun place to go to spend working hours. Ownership in the company has been shared among the employees. The owners encourage the employees to build relationships in the workplace based on communication and trust. In the spirit of trust, the founders also make the company's finances transparent to all employees (Claus, 2008). They instituted a policy referred to as "open book management." This means that all employees have to be educated on the meaning of the company's financial information. Providing financial information also means that employees have been given the responsibility to make decisions for the future of the company, which is salient since each employee shares in ownership of the company. The company also provides assistance to employees seeking greater understanding on how to better their own personal financial situations.

Jeff and Kim believe that achieving long-term financial success and profitability is not enough. Employees have also been given a say in the strategic direction of the brewery. Employees see the success of the company in direct relation to their personal success. The company embodies "a triple bottom line," so that the success of the company is predicated on the people, profitability, and the environment. At New Belgium Brewing Company employees are encouraged to be a part of the New Belgium Brewing Company family. There was a holistic approach to business that has been maintained since the company began in 1991. The company's relationship with its employees is

grounded in their holistic and inclusive approach to business operations. New Belgium Brewing Company is committed to reducing it ecological footprint, and as part of making that happen the company is looking at different brewing processes (Arnold, 2008). Aspengren (2009) has identified New Belgium Brewing Company as a purposeful company, boiling down Kim Jordan's purpose for the company to three fundamental issues: (a) stewardship of the environment, (b) promoting a beer culture, (c) having fun!

Participant Introduction

Eight participants were interviewed, representing varying positions and tenure with the brewery. This section provides an introduction to the participants in the study. The description of participants contributed to understanding the employees' perspectives of the environment. The foundation of the study was the experience of each participant as it was told to me at a specific point in time. These participants brought with them the experiences of what it was like to work at New Belgium Brewing Company. Themes emerged from the participant's lived experiences. Before I described the essence of the themes, I would like to introduce the participants of the study.

Participants included five men and three women. Names of participants have been changed to maintain confidentiality. Care was taken during the selection process to ensure the sample population for the study represented a variety of job classifications in the brewery.

Of the eight participants, all held non-management positions. Two held administrative positions, four worked in production related areas, and two conducted brewery tours. No management positions were interviewed for this study. Since the study

explored how each participant experienced work-life balance in New Belgium Brewing Company, it was be helpful to know a little about their work related background.

Participant Descriptions

Courtney works in the warehouse. His position involves driving a forklift as well as loading and unloading trucks. Courtney has worked at New Belgium Brewing Company for thirteen years.

Lisa conducts tours for the brewery. Lisa works as part of a team called "VIP tours" at New Belgium Brewing Company. Her title is Lieutenant Whimsy of the Viper, titles that the teams give themselves in the spirit of fun. This team is also known collectively as a Mothership Host. Mothership is a term used by all employees when referring to the corporate headquarters. Lisa has done this job for one year. Prior to this position Lisa worked in the tasting room for two years.

Michael has worked as a cellar operator for two and half years. This position is part of brewery production. There are three parts to production—brew house, cellar, and packaging. In cellar operation, the beer sits and ferments before going through a filtration process and then packaging. After one year of training Michael became a certified cellar operator. Michael has been with the company for a total of eight years.

Alan is a senior systems administrator. In this capacity, Alan takes care of the brewery technology infrastructure. This includes email, the intranet, and information technology.

Janice is also a Mothership hostess. In this position, Janice is essentially responsible for hosting VIP guests—primarily distributors and private tours. Janice has been with the organization thirteen years and has held four different positions. Janice

worked in human resources for six years, which was the longest Janice worked in any one position at the brewery. Janice also has worked as a recruiter and did a stint in production.

Michele is a creative trafficker; in this position Michele functions in a capacity very similar to that of a project manager or coordinator. She has been in this position for two years. Michele has been with the brewery for a total of three and half years. Michele worked in the cellar before moving into her current position.

Justin is in the engineering department; this department is responsible for brewery planning and design. Justin's title is Production Process Analyst and in this capacity he is responsible for troubleshooting problems in the brew house and cellar. Justin has been with the brewery for twelve years; most of his time has been spent in a computer and technical capacity.

Bill is a warehouse technician and is responsible for shipping beer. For six and a half years Bill has loaded and unloaded trucks in a remote warehouse away from the Mothership. Bill has never worked in any other position at the brewery.

Findings: Thematic Structure

Data were organized according to the themes that emerged in relation to the corresponding interview questions. Themes emerged from personal stories shared. There were meaning as I begin to see individual stories All responses were recorded in relationship to the corresponding interview question. The questions were semi-structured. The researcher encouraged a free flowing discussion resulting in more of a conversational tone. The transcribed interviews were read and reread by the researcher. I reviewed the

reflection journal and field notes to help construct the themes and to support my analysis of the data.

Emergent Themes and Attachment of Meaning

The lived experiences and stories were unique to each participant and themes emerged from that data. These themes were interrelated and were supported by interpretation of the following direct quotes or answers by study participants. There were multiple themes confirming the holistic view of the organizational culture. A summary of the themes was formulated by considering the frequency of the words and cluster of words. It was revealed that a major theme with relevant subthemes emerged. Next, four additional themes emerged. The themes collectively provided the foundation of the meaning for the textural descriptions. Each theme emanated as a descriptor for participants' recorded interviews and associated transcriptions.

Theme One: Culture

Culture emerged quickly as the first thematic structure. My field notes and reflective journal provided insights. I had made a number of notes related to various aspects of culture. It became apparent that each respondent saw culture as integral to the telling of their story. As each interview processed, cultural implication became more advanced. Participants indentified closely with corporate culture of the brewery.

While listening to the audio-taped interviews I began to identify the different components of culture as seen through the eyes of the respondents. While reading the transcripts, I continually saw the culture from different perspectives. There were structural and textual clues of the different aspects of culture. New Belgium Brewing

Company's organizational culture was seen as being a primary consideration to the respondent's connections to the organization.

Once the data from the interviews was coded, I engaged in the imaginative variation. Each statement was examined to explore possible meaning from that data. This process was extremely helpful. While examining the formal culture and informal culture, it was important to look at these two sides of culture to understand more about what motivated participants. The respondents did not see much of a distinction between the CEO, Kim, and the actual culture as she was totally aligned with all aspects of culture in New Belgium Brewing Company. While engaged in imaginative variation, I reviewed each coded statement that used culture. It was important to consider what was being said, how the terms were being used, and the meaning of the coded message. I reviewed the transcripts as part of a process to determine how codes were organized during horizontalization. I also reviewed my field notes and reflective journals. Collectively this process was used to look at meaning.

I used epoche throughout the process of identifying culture and the reoccurring subthemes. I struggled to contain my personal biases and opinions. Respondents' stories were very appealing and easy to relate to. I wanted to remain neutral and did not want to show support for a specific part of the culture as participants revealed each one.

Organizational culture is the shared values and beliefs within New Belgium Brewing Company. While analyzing the culture, a number of subthemes emerged in direct support of the organizational culture: formal culture, informal culture, flexibility, fun, and trust will all be discussed in more detail later in this section. Culture was then manifested in the behaviors and lived experiences of leadership as well as employees.

Participants were asked to recount their lived experiences. The importance of culture as a theme was found throughout each participant's account of their experiences. Culture was seen as the essence of New Belgium Brewing Company's organizational being. It stood out in many of the responses in the interview as the bonds that held the organization together.

> I think to work here, to get hired here and to do well here, which is about everyone that works here, you have to have complete buy in to core values and beliefs. They're just beautiful; they have really, I think, laid the ground work of this business and a lot of them don't have anything to do with beer. They have to do with the innovation of our founders and the way they wanted to run this business. [Lisa]

Janice expressed her awareness of culture based on common perceptions and shared values. There was a sense that the culture at New Belgium Brewing Company conveys an identity for the participants.

> The company's core values and beliefs are balancing a myriad of needs of coworkers and their families. [Janice]

New Belgium Brewing Company's core values were shared by participants and they indicated these core values were widely accepted throughout the organization. Core values in New Belgium Brewing Company were long-lasting beliefs about what was important.

> In our core values and beliefs are things like, kindling relationships with one another, opening up communication, and promoting good channels of communication. [Lisa]

> Our culture is very proactive; it's a high involvement type culture where you're encouraged to participate in decisions that may not directly relate to your job or area of the company where you directly connect to but you see opportunities for improvement. [Michael]

The following responses to New Belgium Brewing Company's core values were shared by participants and participants indicate these core values were widely accepted throughout the organization.

> I think you can't have successful programs anyway without having our core values that philosophically guide us in the first place. I think it's kind of organic to the organization. [Justin]

There were a number of ways participants conveyed how the organizational culture was nurtured and sustained. Michele disclosed these factors.

> We have something here called high involvement culture. We're supporting each other, on how improved or highly involved we are in our culture but it is something that we believe in; the people that work here try to involve people so that it is beyond just work for them. [Michele]

> The family friendly programs or work-life balance programs are what the company offers free for you but kind of what you can actually take away from it, if that makes sense. That makes your job easier or makes you more successful in your job. [Lisa]

Lisa went on to say she does not see New Belgium Brewing Company as the average company. People wanted to work there. The culture seemed to play an important role in the employee success, leading ultimately to organizational success.

> I'm sure you've gathered that by now, it's just not corporate America by any means; yet at the same time we have 330 employees and we're a very successful business with a lot of financial stake, so we take care and practice into the way we go about what we do here. [Lisa]

These participants felt that to understand organizational culture, they had to take me back to the beginning. Understanding New Belgium Brewing Company's culture meant you had to know Kim, the Chief Executive Officer. The culture was shaped by the founder.

> The whole story of her background: I know she was a social worker, and the interesting thing to me is that before we actually made our first batch of beer, Kim and Jeff had gone up hiking and actually wrote down what they wanted to be our

> core values and beliefs. Those are still in place today; they worded some of them differently or whatever but for the most part, the ones they wrote down that day, we still use today. [Justin]
>
> Kim set the tone from day one, you know. It could be a tough thing when she leaves, which could be five years from now or it could be twenty years from now. I don't feel like I work for New Belgium Brewing Company; I feel like I work for Kim. [Courtney]

The CEO, Kim as she was called by participants, defined the culture at New Belgium Brewing Company. None of the respondents would talk about the culture without talking about Kim and what she meant to them personally; even more pervasive was what she meant to the company. I selected some of the comments that exemplify Kim's influence on the organizational culture.

> She was a social worker before she became the Executive Officer and co-founder of New Belgium Brewing Company. When you talk about life friendly policies, she knows how lives can be affected by work or the company's policies toward people. And so basically as long as she's here, I feel very comfortable; I feel very happy about working for New Belgium Brewing Company because I know that her heart is in the right place. It's a new thing, a company with a heart, you know. But she cares and it comes through and she knows, so it's a good feeling. [Courtney]
>
> I've always said I think she is an incredible visionary and so, Kim has brought this incredible humanistic, humanitarian perspective to every little step of the business. [Lisa]
>
> Kim is very approachable. If you see her in the kitchen having a cup of coffee, you don't have to hurry and go back to your cubicle real quick; she's very open and honest and communicates well. [Alan]
>
> She makes an effort to know everyone's name. A big thing on our internet site is we have a picture with name. [Alan]

Additional comments further reflected her impact on the organization's culture. It seemed clear that her values and personality set the tone for the leadership at New Belgium Brewing Company

> Her social worker background alone gives her better awareness of the kinds of cultures and community. She went to a Quaker high school in Maryland, and she has always had that kind of communal background and philosophy about things. [Janice]

> She's a very loving and caring person and an amazing visionary. She's very open and honest. She'll get up in front of all of us and share information with us about her business life and personal life, or something going on right now that she's comfortable talking about. She believes in sort of being an open book, and she offers ownership to co-workers to become an open book management company so that we all know how the financials of the business are. It's pretty amazing to have her as our leader. She's genuinely caring. [Janice]

One of New Belgium Brewing Company's competitive advantages is its culture. The organization's culture was also referred to as its personality. The organizational culture was central to how employees related within the organization. There were a number of facets of culture revealed by participants. In an effort to organize the massive amount of data that continued to surface related to the culture at New Belgium Brewing Company, it became important to categorize.

Culture was so pervasive to the research findings, it became apparent that with culture as a primary or dominate theme, there were also subthemes to consider. The culture at New Belgium Brewing Company had a formal and an informal component, meaning respectively it was published in the employee handbook or on the company mother net (intranet webpage). Informally, everyone just knew it, or as it was sometimes stated, it was just the way it was.

Sub-theme One: Formal Culture

The formal aspect of culture dealt with anything that New Belgium Brewing Company offered its employees of a tangible nature. It could have even been framed as a total reward package. There was considerable discussion about how the company functioned and how Alan would fit into the organization. From the beginning as a new

hire, this participant recounted how New Belgium Brewing Company prepared new hires to be a part of the organization. New Belgium Brewing Company knew that the more it built this level of awareness and acceptance, the better a new hire fit into the existing culture.

> A big part was more of the formal HR policies. During orientation, I think I went through two days of initial orientation. Then quarterly they do a big picture orientation and mine happened to follow my orientation. I think I had five days of orientation—took us around, showed us where the company was started in the basement and went to this location, and we went around to every aspect of the company. We saw what packagers do, what the shippers do, so we got to see the whole enchilada. [Alan]

Courtney painted a full and rich picture of what it meant to be a part of the New Belgium Brewing Company family. As described by this participant, this would have been seen as more than just a benefit. Flexibility was seen as an indicator of a balanced work environment.

> They just do so much here and it's just amazing. I guess it is written down now, but maybe people don't know you can just ask. The information is there. And if you take the initiative to learn more about it, the payback is tenfold. [Courtney]

Courtney went on to say.

> One year a bike, five years go to Belgium, 10 years a tree, and the new sabbatical is being offered for up to four weeks. [Courtney]

One of Kim's newest initiatives was the sabbatical. Participants continually commented on it and saw it as being a reflection of how she cared about employees. One example of these comments was shared by Janice. Kim was always seen as trying to develop an environment that supported and rewarded employees.

> I think the idea of the sabbatical started with Kim. It's been something that we've been talking about for a number of years; it's kind of like we have different anniversary milestones and different perks that are offered right now. At one year you get a bicycle and ownership, at five years you get a trip to Belgium, at ten years you get a fruit tree planted in our orchard out back. Then our CEO wanted

> to offer something else for people with ten years. We should do something more, and I think she's always liked the idea of a sabbatical – she just knows that it's good for the people and good for the company. [Janice]

The rewards were very well publicized and were very much a part of the culture at New Belgium Brewing Company. These next participants felt motivated by the extrinsic rewards offered by the company. Justin was aware of the lengths New Belgium Brewing Company went to reward its employees.

> I think it says a lot for a company that's now 18 years old: we have a lot of people with 10 plus years here. I think it follows that we should do something to kind of commemorate that. After your first year you get a bike, that's cool; after your fifth year you get to go to Belgium for a week and that's pretty cool; after your tenth year you get a tree which is cool, but, in a selfish way. [Justin]

> I think a sabbatical is very neat idea; I think for the people that have been here that long and what the company looked like ten plus years ago, it's a huge kudos to them. [Alan]

There were also the more traditional offerings, the ones you'd expected to see. New Belgium was focused on the health and well-being of it employees. These participants saw these benefits as motivators. When these respondents and others talked about what New Belgium Brewing Company offered it employees, this was an indication that they were proud of what they were given just for being employees of the company.

> We have incredible health and dental benefit programs; my husband also works here so we're both covered 100% for medical and dental. [Janice]

> With our health benefits, I know that we're having a health fair here and they encourage the family to come in and learn about what the advantages are. There's education behind it, which I think is pretty positive; I think everybody in the brewing company's life is a little bit different depending on what position you hold here. [Bill]

The benefits offered were seen as being part of a bigger picture of what makes New Belgium a great place to work in the eyes of these participants. Every respondent would list a number of benefits. It seemed more likely that no one respondent could list all of the

benefits that the company offered. It would have been because of the interview process or participants were not aware of benefits they had never used. In any event I was able to compile a list from the collection of responses.

> What New Belgium Brewing Company offers us is kind of indefinable in a lot of ways. We have so many perks, like we have deals with different companies and stuff like that, that we can like, have access to. We have access to a 24-hour nurse. We have a psychologist that we can do six or seven sessions with for free, I think. [Alan]
>
> There are some other things outside of work that the company provides; we have a gym membership, which that encourages a healthy lifestyle. [Michael]
>
> On your one year anniversary you're granted official ownership in the business. There's an induction ceremony and all of that but, it's in ESOP, you can learn about ESOP, employee stock option program; we also practice open book management. [Michele]
>
> You can volunteer on your own time outside of New Belgium Brewing Company at a charity or program of your choice. Once you volunteer at a company, every two hours counts as an hour of accrued paid time off. [Lisa]
>
> There are educational opportunities. I don't think a lot of people take advantage of that but it is there. [Justin]

Lisa thought that some of the benefits would be seen as small by some standards (e.g., the access to the kitchen); then again, those small things were an indication that New Belgium Brewing Company cares about its employees. It was interesting how this participant would use words like amazing and incredible when she talked about what the company offered. Even more important was the excitement in her voice as well as in others' voices of when participants talked about what the company does for them.

> I mean, I just think New Belgium Brewing Company stands in a world of its own as far as these kinds of things go because there's so many, like, benefits to working here that are unquantifiable. Just being able to go downstairs and use our kitchen and save our food in the fridge and work on a 6-burner gas stove and have access to all of the option plans and all of that stuff, I consider a huge benefit; you know, while I'm at work being able to feel balance of home. To be able to walk down our campus, pick raspberries, and have them for lunch, you know; I mean

> there are things like that that are pretty amazing. I think there's just an incredible flexibility in our management structure, which allows for a lot of balance. My kids have soccer tournaments; I can leave. You know, can we reschedule that meeting or can I leave early, do you mind taking this tour for me, or something like that. I think there's a higher level of comfort to ask one another or ask our bosses for that flexibility. [Lisa]

It could be concluded that New Belgium Brewing Company cared enough to make this respondent and others feel special.

Sub-theme Two: Informal Culture

Informal was a little more difficult to categorize. By its very nature informal culture is unwritten and is generally understood by those in an organization to be "how things were done around here." It mostly conveys how things are done within an organization behind the scenes. This participant struggled to explain the internal environment to someone who did not work at New Belgium Brewing Company

> Sometimes it's kind of hard, it is hard to define and sometimes you try to tell people about it and they don't totally get it until they come and spend time here. Then they're like oh, I get it; I see what it's all about. [Janice]

These next respondents' comments helped me quantify the sense of fairness at New Belgium. It also seemed to be a reoccurring theme among participants. Fairness was part of the informal culture because it was not talked about all of the time; it was just the way things were at New Belgium Brewing Company The bike was also representative of the origin of New Belgium Brewing Company

> To me, it's like not making people work 45 or 55 or 60 or 80 hours a week and paying people reasonable wages that real people can live on and giving them a bike so they can get to and from work in an economical and efficient way. [Justin]

Part of those shared values increased participant awareness of the informal culture of the organization. Justin reflected on how things were done at New Belgium Brewing Company. It was an informal, yet effective way to function.

> I think we're still a small enough company but for the most part, you just know who to talk to. There are some things that you have to fill out forms for but, like policy is such a weird word because it's something that we've never had a lot of, so I don't see us as really having any even though we technically do; I think a lot of it is, like I said, just knowing who to talk to. [Justin]

New Belgium Brewing Company was an organization that celebrated innovation. The leadership challenged everyone in the company to bring an idea, and they could make it work. The following participant could not point to this information in any publication or handbook; rather, it was just part of the culture. It was more about the message the participant heard.

> We're innovative and always challenging ourselves. Some of it has to do with trying to bring out an individual's personal talents figuring out what they are best at. [Michael]

> This is not a statement that the participant would share outside of New Belgium Brewing Company but it makes the case that Kim cares about the employees of the company. She is committed to employees having time off for a holiday. It is a matter of making a commitment to employees and having a distributor wait a little longer for an order. The message is the employees of New Belgium Brewing Company matter. Courtney's example indicates how participants feel valued by New Belgium Brewing Company. We might short some distributors and she's like, everybody at New Belgium Brewing Company is going to get a three day weekend. And I thought that was just the type of thing all right. So that is the perfect example of how the culture gets set about family being more important than work. [Courtney]

The employee felt valued and understood that New Belgium Brewing Company supported this participant taking time off when it was needed. It really seemed to be less about why you needed time off, but that you needed time off. Janice shared what most participants seemed to communicate about their feelings.

> So I've never had a problem taking ample time off every year since I've been here. [Janice]

Michael also recognized that the company valued its employees. There were times when this participant and others needed to recharge and focus on themselves.

> I think there's a lot of recognition here, awareness, that people need downtime; people need refresher time to recharge. It becomes really apparent when someone hasn't taken that time lately. It reflects in one's behavior as well as his or her job performance. [Michael]

Sub-theme Three: Flexibility

Flexibility was potentially an offshoot of an informal culture. It had garnered so much interest I felt it important to show it as a separate and distinct component of the informal culture at New Belgium Brewing Company. It was also important to understand that flexibility was aligned with the organization's core values. All of the respondents commented on flexibility being an important aspect of the lived experiences. Flexibility was seen as integral to a number of other themes and important enough to explore its impact on those themes in subsequent themes. This participant saw a flexible work environment as important, a sentiment felt by most other participants.

> That flexibility lifts the burden off your shoulders where you're not constantly consumed with maybe some little personal things. [Alan]

For this next participant, throwing out the rule book enhanced this person's sense of ownership. This comment by Lisa addressed the issue of flexibility and how it was perceived by other participants in the study.

> So I think flexibility was when there aren't any rules around here; flexibility represents an ownership mentality. [Lisa]

All participants agreed that flexibility was a benefit and what made it beneficial was that each participant could do it in a way that worked for him or her. These two participants liked the idea they could take personal time.

> I think they're very flexible in allowing their employees to take personal time whenever they want. So through personal scheduling at work, I can allow for time to do those things—what I do outside of work. [Michael]

> I try to be here between 8 o'clock and 5 o'clock during the day—that's my thing. That's when most of the stuff tends to happen but I know that especially with my position and with the company that if I need to do something in the afternoon, I can pick up a couple of hours in the evening and do whatever. [Alan]

In some departments employees were allowed to set their own schedule. Scheduling one's own working time could be critical to an employee's well-being.

> Some work four 10-hour days; my boss told me I had the flexibility to make my own schedule. If I wanted to work nights or the mornings 4 days a week, that was up to me. [Alan]

> We do have a preference on which shifts we get to work, so we can let our manager know what shifts we prefer to work. [Michael]

> You know, my supervisor gives me control over my schedule quite a bit. [Justin]

Setting his schedule allowed this respondent to take advantage of skiing during the winter. Production increased in the summer so the company was happy to be more flexible in the winter months.

> Those types of things in my own experience as far as a scheduler goes, I know I have the backing of any one of my bosses and the company in general. You know if it ever came down to it like, you know, so he's getting these morning schedules, he doesn't have to work Tuesday, Wednesday, Thursday this winter. [Courtney]

With this participant the management practiced what it preached, making Lisa's work environment a positive place to be. There was a sense of freedom and trust.

> I'm not going to be getting those eyes of death from my boss if I leave at 2 o'clock because he assumes that I have it under control. [Lisa]

Flexibility for this respondent allowed him to juggle work and life. Flexibility also had allowed these participants to juggle work and family life. There was something for everyone at New Belgium Brewing Company, these participants make it work for their personal situations.

> I found that to be true over the last couple of years, so all of my colleagues, who have small children, so the informal is if you have something going on in the morning or something comes up, we definitely rally around each other to cover this and that. [Alan]

> I spoke with my boss; I said I have a soccer game at 3 o'clock on Wednesday and how is that handled here. He told me we would be disappointed if I didn't go. [Justin]

> There is a guy who needs to pick up his kid at 3 o'clock every day. I told him we could work his schedule around that, not a problem. [Courtney]

New Belgium Brewing Company was seen as offering a flexible and less traditional work environment; for some of these participants it was an opportunity to construct a work schedule that made a better personal self. These next two participants, also welcomed a more a flexible environment.

> In flexibility, there are a number of people that do some work from home when they need to for whatever reason. Maybe their kid is sick or they have other stuff going on. [Janice]

> I would say it's very flexible in terms of my hours; really the only time I have to be here is when I have a meeting. Other than that there are times when I'm able to work from coffee shops. However, there's something to be said for being here in the moment and being present and having face time, having people see you. [Michele]

The following participants continued to express how they got encouragement from New Belgium Brewing Company as a part of the culture. Encouragement from an immediate supervisor was perceived as being as important as that from upper level management according to this respondent.

> What it is, is being flexible, I think, so if I didn't want to work on a Tuesday and that's because I had a big event where I had family actually stay and I didn't want to work on Saturday and I didn't want to use PTO, then I think that's what it is too, is being flexible within the realms of New Belgium Brewing Company. [Justin]

> Yes, you know overall from what I've seen from my experience on the technology side, there are things that we do to try to extend that flexibility to

> people. We want to make it so they take the laptop and they can work anywhere that they choose, whether it's at home or a coffee shop, in the middle of the night, they'd have everything that they need to be as flexible as possible whether it's time or place. I definitely get that feeling; there are people here that work a 6 a.m. to 2 p.m. work schedule. [Michael]

> Yes, it feels like they would be flexible, especially the management that I'm under; it does depend on the job, though. I think if you were a director, an executive, you'd be a little bit less flexible because you'd have more responsibility. [Michele]

It was also important to note that for this respondent while flexibility was desirable, it could be challenging to achieve depending on the department and/or the supervisor.

> Flexibility in scheduling is negotiable. That's where conflict hits, when you're dealing with a department and a supervisor. [A participant]

> It's something for everybody to figure out on their own really, a great communication with your boss or whoever is doing the schedule or even when you get hired, everyone's life changes, I think our managers can be trained a little better to realize that and not give people such a hard time when things do come up; I think our slogan is 'follow your passion' and that's kind of like, there's something you love to do, go do it. [Bill]

There was a sense that New Belgium Brewing Company favored a flexible environment to decrease the likelihood of employees experiencing conflict between work and their personal lives. Even though there was no specific written policy, it was fair to say New Belgium Brewing Company was a strong proponent of flexibility. The company saw flexibility along with supervisor understanding as key to a balanced workplace.

Sub-theme Four: Fun

There were a number of rituals, activities, and celebrations at New Belgium Brewing Company that were part of the culture. Celebration of the successes of employees and the organization promoted a sense of community. These activities promoted sociability and solidarity building on a sense of team and community that

promoted fun. According to all participants in the study, fun was a crucial part of the cultural and social activities.

This respondent saw fun as part of New Belgium Brewing Company's core values and beliefs, which was an indication that it was more about who they are, not just what they do.

> Having fun is a core value of our beliefs. [Lisa]

The Thursday night ritual was just one of the ways for this participant, his coworker, and their families to connect. It was important to note that fun at New Belgium Brewing Company was sometimes linked with physical activities that promote good health and well-being. Physical activity could also serve to re-energize these respondents.

> You know we play volleyball out here on Thursday, you know, and I bring my kids and there are forty people out there and they built a playground, like an actual slide and swing set and all sorts of stuff for the kids to be with us, you know and so. Those are the types of things I think of when I think of the employee programs for New Belgium Brewing Company. [Courtney]

> I take part in the yoga classes that we offer twice a week; I've taken part in volleyball that's offered every Thursday, and people go out there and play volleyball. [Michele]

New Belgium Brewing Company seemed committed to the power of fun.

> There is a director of fun at New Belgium Brewing Company. He works to get the people in the different departments together. We don't do it as routinely here because we are so big, but that is okay. I still like the idea. [Bill]

These comments spoke to the fact that fun was part of the culture, ultimately being embraced by most participants.

> You could be walking down the hallway and see people laughing. We really care about each other. We really do have fun. [Janice]

> That is the biggest; a lot of them seem to have common sense about things, but the one that resonates with me the most is to have fun. We seem to do that,

> everyone; there are a lot of smart, driven people here but they all know how to have fun. [Alan]

> That is going to be a really cool application for me and I think also lately it's been neat to spend time out back playing volleyball for work; we do that on Thursday. [Lisa]

> People show up with a smile on their face and to have fun doing what they're doing. It's fun and it's a young group and if you walk around here you'll see a lot of people have smiles on their faces; it's a highly coveted place to work because it is fun. [Michael]

> Everybody is just having fun. One of the events that we put on has all of the fun that's offered. [Michele]

> We have a company picnic, where everybody comes; they bring their families, they have fun; there's a lot to do. We also have gatherings and people come. I think that is fun. [Justin]

On the whole participants saw fun as part of their work experience. There was a sense of pride when respondents talked about having fun in the workplace. They were pleased to be a part of an organization that encouraged having fun as part of the culture. The power of fun could shift the culture. In the case of New Belgium Brewing Company, I would say that fun helped sustain this culture.

> I think it's like, you are privileged to work at New Belgium Brewing Company and also motivated to have fun along the way. [Lisa]

Sub-theme Five: Trust

Trust was a crucial component to building relationships. Justin saw the operations at New Belgium Brewing Company as transparent. This transparency led to trust and open communication. The trust led to more open working relationships.

> They don't have a lot of policies out there, you know, which is kind of cool; they really don't have too many rules we really live by in this world of, it's a very altruistic environment, and I think we choose to believe that people are going to do the right thing. [Justin]

The following respondent had a relationship of trust with her supervisor. The supervisor did not question the reason Lisa had to leave work. This type of trust was developed over time. This kind of trust was the result of a strategy that the company encouraged. With this kind of trust, the participant would do even more than was required.

> I'd have days where I couldn't really come to work, or had to leave early because I was just really affected by it. Even though it made it a lot harder for my team, like on a Saturday, for example, which is a really hard day, a very busy day, the busiest day of the week, you know, I was allowed to leave. At the drop of a hat without having to give too many details about what was going on, which was pretty much my boss being able to trust me when I said I really can't be here. [Lisa]

"Crucial conversations" was a program that New Belgium Brewing Company offered to employees to promote honest communication and trust. This respondent was willing to participate in the training because of the trust that New Belgium Brewing Company had on open communication. This program was designed to help this respondent and others communicate with each other more effectively.

> Even the crucial conversations techniques, I was able to make a point without seeming threatening or demanding. Definitely a risky game of play for a company that you think is open and honest about communication. I know some places if you stir the pot in the company; they're just going to let you go too. But, my dedication here is proven to be good, and I trusted that so I did it. [Bill]

The connection with employees was the connection that came from trust; trust built relationships. Trust could take a long time to build, so the leadership at New Belgium Brewing Company seemed to work to maintain trust with these participants.

Culture Summary

Culture was a pervasive thematic structure. This theme emerged from the first interview. As participants shared their stories, culture was threaded throughout the data. Culture was integral to how participants saw the organization; however, it did not stand

out as a unique component of what New Belgium Brewing Company did, it was more about who they were. Culture connected participants to New Belgium Brewing Company. As was true with any successful culture, the culture at New Belgium Brewing Company was multifaceted. I explored the formal and informal culture while other subthemes emerged. Participants shared a number of stories where fun, flexibility, and trust emerged as relevant and repetitive parts of the culture. Kim was who they pointed to when asked what makes New Belgium Brewing Company what it was. It became apparent that as they shared perceptions, participants related to work-life balance through the cultural influences in the organization. Any discussion based on their thoughts and feelings was rooted in the nature of the core values of the organization.

Theme Two: Relationships

During the interviews it became apparent that people and their connections to other people in the organization played a major role in participants' experiences. There was evidence of this in my reflective journal and the field notes. Communication emerged as a subtheme relationship during horizontalization. Relationships and the subtheme communication were not part of a specific question in the survey. This made the fact that they emerged as a theme much more relevant. The fact that these components were not specifically a part of the survey made the information found in field notes and reflective journal that much more affirming.

During imaginative variation I spent time imagining the possible connections to relationships. It was at this time communication emerged as a subtheme. It seemed there was sizable evidence communicated that was facilitated by the relationship in ranks at New Belgium Brewing Company. I listened to the audio-tape recordings to look for clues

and meanings about how relationships affect work situations. During the first interview I heard how participants liked their co-workers, and even more importantly what these relationships meant to participants. In the reflective journal I noted several times that beyond what participants indicated, even more significant was their demeanor when they talked about their relationships. I also recorded how you could see it in participants' non-verbal communications. It was obvious when they told of an incident or shared a story; I saw it in how they smiled the tone of their voices, and just a general level of heightened excitement. Relationships as a theme played a critical role in the stories that the employees told. One's success within an organization depended in large part on how well one fit into the organizational culture. An integral part of the fit was predicated on the relationships that were made and nurtured in New Belgium Brewing Company.

There was a subtheme that was directly related to relationships that I also explored; communication had been enhanced by the relationship process. Based on the research, participants felt it was important to connect with co-workers. Participants' working relationships were guided by the culture at New Belgium Brewing Company. Relationships referred to the personal and social connections participants had with other employees in the workplace. Janice truly had a great appreciation for the relationships she had cultivated while working at New Belgium Brewing Company

> I've been thinking about it and there's so much love and support for each other here. [Janice]

According to Lisa the employees of New Belgium Brewing Company were a family. The organization started in the basement of the founder's home in Fort Collins; now there are 330 employees at the corporate location and they still embody the values and beliefs that

were present at the beginning. There seemed to be a sense of community that was pervasive in the organization.

> We were started by a husband and wife team in their basement. Now we have 330 employees, but I think we all feel very connected to one another as a family. That's something you can just experience by standing in the hallways and seeing how many hugs and high fives that are going down. [Lisa]

Rituals and ceremonies at New Belgium Brewing Company played a critical role in offering the venues that create opportunities for relationship building on an ongoing basis. These events were seen as fun, but they also contributed to the sense of connectedness participants felt toward the company.

> We have a lot of events to build culture and community, here at the brewery. So, outside of your job and your work, they create opportunities for getting to know your co-workers, having fun, whether it's our retreats that we go on, volleyball tournaments, there's just different events that they have which allow you to get involved, get to know people in other areas of the brewery that we wouldn't otherwise get to know. [Michael]

There was some indication that participants had developed a collective identity, fostering relationships to support working together effectively. Alan's statement seemed to convey a sense of community.

> It is a big thing; it makes for more of a relaxed atmosphere when you are in a tense meeting or talking about a topic that may not be comfortable with everyone. [Alan]

> I think that for the majority of the people we're very close knit and we love spending time together; it's cool to do something together that's not actual work. [Janice]

Comments indicated that participants would even spend time together after regular work hours. Time spent building personal relationships outside of work enhanced working relationships.

> In our department, we call it the WAC, the Wednesday Afternoon Club. [Alan]

> We do a lot, about once a quarter; we do IT dinners, and so everyone will take turns and host people at our homes for dinners. We get the families together, relax, and have fun. [Alan]

Sometimes these relationships developed into friendships. There was a considerable likelihood that strong working relationships had led to a strong informal work group culture.

> Nights we play volleyball and it's totally like, if you want to come and hang out, it's a really neat time, you know; it's a neat time to bond with people you work with everyday. [Lisa]

The workplace was designed to facilitate communication and relationships building.

> A very high priority that our work spaces are our enjoyable spaces to be in but how to do good work when we are on the clock, and there were spaces that, well maybe we will even stay and choose to hang out in when we're off the clock. Creating an environment where we liked each other enough to maybe spend time with each other off the clock. [Courtney]

These next two participants liked their co-workers but more to the point, seemed to genuinely like each other. These personal and friendly relationships facilitate working relationship in this environment.

> You could be walking down the hallway and you see people high fiving each other or laughing or hugging because there is that genuine friendship and care for one another. There's the business piece, the ownership piece that people really care about the business, very dedicated, then there's just the people piece. [Lisa]

> I got a real feeling the people care about you, your anniversary date, your birthdays here, you get 50 emails from people wishing you a happy birthday or congratulations on your anniversary date. It's kind of overwhelming at first, wow, I'm getting emails for my birthday; my daughter forgot to call me you know; I think it's a big part of working here. [Justin]

> The benefits alone make a really nice balance in our lives; we don't have to pay for any insurance. I also feel that I get a lot of time to recharge, which is probably one of our more informal work-life balance benefits. [Janice]

The relationships that were started and then allowed to develop over time could lead to outcomes beneficial to New Belgium Brewing Company. These relationships could be used to create a sense of team.

> I think, I guess that the soul of it all is really there's a lot of love and passion, kissing people here, I don't mean in a biblical sense. It's an amazing group of people, very dedicated, creative, eclectic, and supportive; like I said, we're all sort of in this together, being an employee owned company. [Janice]

The relationship building was about more than liking the people you work with. Based on the results of the research, it could lead to more productivity.

> Yes, at some point we could potentially have more computers and more co-workers to help solve problems while outside of the brewery and in the brewery. That's much more difficult to do if you don't have that face-to-face interaction, I can't reach out and touch the computer very easily. [Alan]

Sub-theme One: Communication

A majority of communication in this organization happened person-to-person; this was made possible by the relationships that were built within the New Belgium Brewing Company culture. Employees depended on the relationships they formed as a precursor to workplace communication. There was a certain level of trust as a result of the relationships built in the workplace.

> I think what it looks like is open and honest communication with your coworkers and your bosses. [Lisa]

> There's a lot of open, honest communication here; when you hear people at another company complaining about the way something's done, here it's different, people talk stuff out. [Janice]

> That's a benefit, I think, that a company would spend money to do something like that and that it would empower us to have these tools to communicate with one another, to communicate better. [Lisa]

> I think that's where that came from but that was actually a part of this group we call Posse; that's almost like a steering committee of people at the employee owner level. There are not people involved in management in that group. [Justin]

> I think communication is one of the biggest struggles in the world today, in all aspects of life. It's something that it's nice to see that we at least try to work on that. [Bill]

New Belgium was seen by participants as having a vested interest in their personal and professional development. The company offered a communications workshop to all employees, which is credited with helping employees enhance their communication skills. There also appeared to be a motivational aspect associated with attending. Participants liked that it was made available without being required.

> We're encouraged to take classes that are crucial conversation, crucial confrontations, just learning how to hold yourself, hold your shoulders high, and still be able to talk to each other in a respectable manner without making people feel uncomfortable when they come to work. Anyone, everyone in the company, is encouraged to do it. [Bill]

> I don't know if you know this but we do a training called crucial conversations; everyone is offered this two days of intensive training on communication and the company pays for it, it's not required, like nothing's really required around here. [Lisa]

Relationships Summary

Relationships were built in direct correlation to the organizational culture. The organizational culture influenced the environment created by New Belgium Brewing Company, directly resulting in the ceremonies, traditions, and customs. The company sponsored activities were further reflective of the company's mission. Successful relationship experiences could be seen reflected in participant responses throughout the interview comments. It seemed that respondents genuinely liked and cared for their co-

workers. Participants also shared that better communication within the organization was a byproduct of these strong interpersonal relationships.

Theme Three: Work-Life Balance

The concept of work-life balance emerged during the course of the interviews. It was clear to me that participants saw beyond the "terms" or benefits of New Belgium's family friendly programs; they truly saw the intent of the organization to offer them a balanced environment. The participants saw the company they worked for as caring about each of them as more than just workers. New Belgium Brewing Company wanted to know what balance looked like to the participants. The participants' expectation helped shape the family-friendly programs; ultimately shaping a culture that promoted the work-life balance that the participants identified as a cornerstone to the organization. There were a number of examples of patterns and themes of work-life balance that were identified during horizontalization. After the coding of the data was done, I engaged in the imaginative variation. I examined each statement to explore the possible meaning that emerged from the data.

Balance was seen in the contexts of one balancing work and home, work and a personal life, or work and family life. Depending on the personal life situation of the participant, the outcome of the response would be impacted. For example, one participant was married with children and another was young, single, and not even dating. They would hear the same question and understand it to mean different things. One respondent heard a question about work-life balance and thought it was only for those with children. One heard the term and thought it only fair to include those without families. I reviewed each coded statement that used work-life balance or related terms and imagined all the

potential meanings. I reviewed the transcripts and the field notes and my reflective journal. I then identified all the potential participants' meanings. I was led to believe that the meaning of balance depended on the participant. New Belgium Brewing Company did not impose any such limitation on the word or the interpretation of the word. This became apparent from the interviews when participants explained what and how the company offered a balanced work environment. In this instance the field notes and journal were very useful to ascertain this critical piece of information.

The participants' experiences were a function of the organizational culture. The research showed that participants did not just use the programs, they actually experienced the culture. Participants further identified the culture to be in direct relation to Kim Jordan, CEO and co-founder. Participants saw Kim as embodying the culture of New Belgium Brewing Company.

Participants described their experience with work-life balance as very positive. Work-life balance at New Belgium Brewing Company was seen as a practice of providing a flexible and supportive work environment. Respondents felt inspired to give maximum performance. There were a number of variables that participants attributed to balance. There were substantial benefits to the respondents as well as New Belgium Brewing Company as a result of flexibility and the work-life balance initiatives. Work-life balance was seen as being dependent on the organizational culture. It was apparent from their responses that balance was pervasive in the organizational culture.

> I think the company has a huge role in why I feel balance. If I had to be here at 8 o'clock every morning, and I had to stay until 5 o'clock every evening, that would definitely impact my whole life, to know that I don't have any flexibility during those hours or that it affected people outside of work, as well as affected me during work hours. [Michele]

One of the first components to emerge was related to people within the organization. To build an effective work-life balance program, New Belgium Brewing Company had to understand its employees' personal situations as well as the constructs of their work environment and requirements.

> I think a family friendly program or work-life balance program should keep in mind the people and the business. [Justin]

Lisa suggested that there was a holistic perspective in the balance at New Belgium Brewing Company. The programs emanated from the organization's core values and beliefs in the work-life balance programs. It appeared that New Belgium Brewing Company saw this as the best benefit they could offer to their employees.

> We have really great benefits. OK, before you start, let me kind of say this for the record. They are somewhat synonymous; it's related to the benefits, it's related to what kind of relationship of benefits that potentially may be what the company does for you, and the family-friendly programs, or work-life balance programs are what the company offers free for you but kind of what you can actually take away from it, if that makes sense. That makes your job easier or makes you more successful in your job. [Lisa]

Yet, Courtney felt that having control of one's work schedule contributed to having a balanced environment.

> I want to be able to give you the shifts that you will be the most happy with here to get the most out of you. [Courtney]

> If someone works rotational shift work, they're going to potentially need more attention to their work-life balance by the company. [Michael]

However, not every respondent could take full advantage of work-life balance programs. While working rotating shifts was not the most desirable option, it was a reality in this department for this respondent. More attention needed to be paid to those departments where shift work was required; for example, two participants desired more participation from his or her direct supervisor.

> When we say the company, we have, core values and beliefs that we should all go by; but if you're in marketing, it's a little bit different than if you're production. Your lives are different, your schedule's different, and the balance you have with the family or whoever is outside of that, it's going to be different. [A participant]

> More attention to work-life balance needs when people work rotational shifts. [A participant]

This participant went on to clarify a balanced work environment was desirable in all areas and New Belgium Brewing Company's organizational culture would likely be willing to explore this discussion at some point. This participant also knew that by their nature, departments that had a shift work structure had more challenges with some aspects of offering a totally flexible environment.

It was important for a new hire to have an opportunity to participate in scheduling his or her work shift based on the new hire's outside interest. These following comments were important because they represented how new employees would be introduced to the New Belgium Brewing Company culture. Courtney saw having some input into employees' schedules as a way for new hires to start to embrace the organizational culture.

> What is important to them in their personal life? Again with the scheduling we are hiring two new people and could begin the interviews because I have somebody to stay back and work. So I was like, make sure you ask them their preference. Do they snowboard or do they prefer to play softball and so that way scheduling-wise I can do what works for me. [Courtney]

New Belgium Brewing Company understood that balance was in the eye of the beholder. One of the characteristics that make work-like balance so effective is its ability to address the needs of individuals. The core values and beliefs set the tone for a balanced work situation. The following respondent indicated that New Belgium Brewing Company's generous benefits supported a balance of life and work.

> Balancing home and work, needs in the core values and beliefs. New Belgium Brewing Company supports me in having balance for a myriad of needs. [Lisa]

In the next comment the participant saw balance as reflective of his needs, specifically related to outside interests. New Belgium Brewing Company encouraged that kind of individuality.

> The implication for people like me, loves his family. Single people, yeah, they have brothers and sisters and cousins and stuff they have to go to visit once a year because it's the family reunion but, there are things on an everyday basis that they want to do that hey, I want the first week of March off because I want to watch March Madness and I'm really into college basketball. [Courtney]

Another participant from the study told a similar story. It seemed that both respondents said they had work-life balance. What that balance looked like for each of them was different. The question facing this respondent and subsequently all the employees at New Belgium Brewing Company was "What does balance look like to you?" The answer depended specifically on the person. New Belgium Brewing Company was committed to what worked for the individual, not just what worked.

> Well, from a company's perspective, gaining awareness of what the individuals need, what they need outside of work to balance their time away from work, so, whether it's more time off for some individuals. What I want to do is different from what everybody else here wants to do. [Michael]

Lisa suggested a term that was much more inclusive of New Belgium Brewing Company's workforce. The physical work environment contributed to a balanced work environment.

> Our work spaces are beautiful spaces. Every room in the brewery has access to natural light. Have you been in our brewery? [Lisa]

Not every employee had a family but they all had an interest in these issues. The balancing of one's life was appealing to all the employees.

> Family friendly policy, um, I don't know that family is actually the right word, because there are a lot of single people here, too. So life friendly policies would be a better way to put it. [Lisa]

The following respondent provided an intellectual perspective of what balance looked like to him. Maintaining his balance was important to him. It was as much his responsibility as it was that of New Belgium Brewing Company. The company had to create an environment conducive to balance. This respondent and others had to cultivate their own personal reality of how to be balanced in the context of what New Belgium Brewing Company offered.

> So you need to balance those two, then underneath it all there's a pyramid that says 'life.' I have a kind of visual of my life being balanced between work and home. Because if you work too much, your home life suffers, and if you're taking too many days off and you're too worried about your home life, I mean your own personal life, if you're spending too much time playing with your friends or going out to concerts or snowboarding or whatever, your work life is going to not work for you; you got to keep that balance. [Courtney]

Justin focused on what New Belgium Brewing Company was seeking to create. He also recognized that work-life balance was aligned with organizational core values and beliefs. He saw that the employer cared about an employee's professional achievement as well as each employee's personal enjoyment.

> I would define it as working for an employer that cares about my well-being outside of just my work. I have an employer that cares about me doing well in your personal life. I think you can see that in our purpose statement, to make our love and talent manifest, collectively no fear, creating beer is making, you know, beer is our love and it's how it's manifested into this nectar that we sell, we make profit from. [Justin]

Michael made two points in support of achieving balance. As it had been alluded to by other participants, each person was able set their own parameters of personal time. In order for work-life balance initiatives to succeed, New Belgium Brewing Company had

to have a genuine commitment to making it work. New Belgium Brewing Company encouraged employees to create their own personal work-life balance.

> Personal time is personal time, changing diapers at home or running down a ski slope. I think New Belgium Brewing Company does support all aspects of what you choose to do in your personal life, and really doesn't inquire or quiz you too much on what you choose to do outside of work. [Michael]

There was a delicate balance here as the respondent cautioned against employees' abuses. I think it really spoke to how lucky she and others were to be part of this cycle of trust and respect for what was offered. There would always be some abuses; I had not seen any indication that it was widespread or a concern of New Belgium Brewing Company

> I think we're given all of these tools and opportunities that you could call family-friendly programs, which it's up to us and them to not abuse them. [Janice]

This respondent had been with New Belgium Brewing Company for over ten years. Alan understood how it was integral to the culture from the beginning and how it continued to be.

> I do believe that work-life balance programs rank very high; I think it's a big part of our culture. It was a big part of the beginning, the start of the family. There was so many people that are still here that worked there that are family, considered, I think. So it's very high up there; it's a big part of what makes our culture unique. [Alan]

Work-Life Balance Summary

Work-life balance was central to the questions presented to the respondents. What emerged was how participants interpreted the policies and programs. What also emerged from their responses was less about company policies and programs and more about participants working in a company that cared enough about its employees to want them to achieve balance between work and home. New Belgium Brewing Company spent a lot of time checking in with these participants on personal scheduling requirements, how to

enhance the working environment, and requests to respondents to take time off when supervisors observed it was time. New Belgium Brewing Company was known by these participants for taking extraordinary measures to facilitate balance. It seemed to be a holistic approach to work-life balance, one that clearly was seen to take the needs of employees into account.

Theme Four: Commitment

Commitment emerged as a thematic structure in the data analysis. Clues to the development of this theme could be found in the field notes and reflective journal. Commitment was revealed as a direct message and it was also inferred in some cases in the content of the interviews. There were two facets of commitment. Participants expressed a direct commitment to the organization. By listening to the transcripts, it was further substantiated that participants had a strong commitment to New Belgium Brewing Company This was further confirmed during the process of horizontalization.

The coded data allowed for the use of structural clues revealing other types of commitment. It also was apparent through the responses of the participant that New Belgium Brewing Company was committed to its employees. Even though management was not involved in the interviews, the respondents spoke about a feeling of support and commitment they got from management as a result of working at New Belgium Brewing Company

New Belgium Brewing Company's organizational culture and commitment to employees was the foundation for success. This high commitment work environment reflected what the respondents thought about the organization. There was also some

indication of what the leadership in this organization thought about the employees. High levels of commitment could be viewed from a number of aspects.

One consideration of commitment on the part of this participant was expressed as pride in the job she did, pride as an employee at New Belgium Brewing Company, and pride in the product they produced. It was clearly something that came across in the way she talked about the company and the team she worked with. I took the use of high evolving to mean she, as well as others, operate on a level of enjoyment and satisfaction.

> We like to say that we have high evolving culture at New Belgium Brewing Company and that means we are highly evolved in our jobs, because we are all owners in this thing and we all want to take a lot of pride in our work and see it improve. [Lisa]

The following participant was proud of his skills, the high quality product that they make, and to be a part of the organization. Here again one heard it in his voice and tone when he talked.

> I've been a brewer my whole life so making world class beer is something that I really pride myself on; we run a state of the art system here that's a marvel in the industry and other people in the brewing industry are really impressed, to come and see what we do. [Michael]

New Belgium Brewing Company has a culture that encourages innovation, a sense of community, and commitment to make New Belgium Brewing Company the best it can be. These two respondents shared their personal experiences and at the same time, they conveyed what motivated their high involvement engagement.

> We all have a stake in the business and you'll find that everybody here works really hard and cares very deeply about the product that we create. [Janice]

> Being an employee owner, you want everyone to do a little bit better at their jobs, because if I do a good job, it's because everybody expects me to for the same reason I expect everyone else to; you can, from my perspective, build efficient equipment, make things run better. [Justin]

Courtney shared in a concise statement what he felt about New Belgium Brewing Company

> They have always been very helpful and supportive. [Courtney]

A direct supervisor's attitude and support played a profound role in delivering the organization's cultural message. New Belgium Brewing Company encouraged supervisors to embody the message of support and flexibility to its employees. As suggested by these comments, the supervisors represented in the study tended to work very closely with participants. By virtue of the study design, participants had an opportunity to share stories about their relationship with the direct supervisors. The majority of what was shared was overwhelmingly positive. New Belgium Brewing Company's strategic approach to work-life balance was facilitated by a strong leadership team.

> My manager is good with people that are somewhat of a gift that you have, while given the tools, the training that you have; I just think that some people are actually gifted in that area just as athletes are. [Michele]

> I feel supported by my supervisor but I think it's been a little bit of a rough road for him to get to the point where he provides the type of support that people need. [Justin]

> I think my supervisor is just very supportive, all the support I need; he and I have only been working together in this capacity for a year, but we've known each other for nine years or whatever, because he's been here that long. He's pretty amazing. [Janice]

This participant acknowledged there was some give and take. New Belgium Brewing Company gave so much to its employees and this participant indicated that throughout the busier times during the year, the employees should give back willingly. The commitment that New Belgium Brewing Company had to its employees had inspired

loyalty by this participant and likely most of the other employees. The respondents in this study suggested it was wide spread in the organization.

> But for me personally, it's just each perishable to be there for nine months out of the year to do what they want to do, so as long as they know they have to give back a couple months out of the year. [Bill]

He went on to explain the high level of satisfaction he got from the control New Belgium Brewing Company gave him over his work environment.

> Ok, we don't pay people an exorbitant amount of money. You know, I get paid the same as somebody doing a comparable job. So like Budweiser or whatever, but they give me control of my work environment so I can set it up to allow me to have more time with my family. [Courtney]

Management commitment, coupled with employee involvement, led the next respondent to observe a more effective business model.

> If people are more engaged in the business, they'll make better business decisions even on their own level, and being engaged in the business means a lot to us, knowing what our financials look like, and if they want to go further with that, they know how to read all the financial documents in their original form. [Justin]

Commitment Summary

Commitment referred to the way participants described how they felt about New Belgium Brewing Company. The participants' descriptions of commitment were not limited to what they thought of New Belgium Brewing Company; they also felt New Belgium Brewing Company was committed to participant well-being. In the thematic structure of commitment, participants identified and prioritized commitment as being the best job they could do, not only for the company in general, but for Kim specifically. There was commitment in most cases to the direct supervisor. Commitment to a supervisor, even in a best case scenario, never exceeded that of their commitment to Kim. In this particular case, Kim could have been seen as being synonymous with New

Belgium Brewing Company There was great appeal for working in an organization were the commitment to participants was high.

Theme Five: Sustainability

The concept of sustainability emerged during the course of the interviews. Sustainability was an important element for the respondents. Clues to the thematic structures could be found in the field notes and reflective journal. There were a number of examples of sustainability that were identified during horizontalization. Participants provided examples related to the sustainability of the organizational culture. As New Belgium Brewing Company continued to grow, it was important to participants for the culture to remain unchanged. I included questions in the interviews to clarify how culture could impact sustainability. A number of respondents saw this as an important consideration. The second factor related to sustainability involved the overall sustainability of New Belgium Brewing Company They did not think the company would go away; they were more concerned with its impact on the environment and in general how to be more efficient. The discussion about sustainability seemed to be reflective of current initiatives at New Belgium Brewing Company

A number of comments revealed how sustainability was viewed in relationship to the organizational culture and ecological concern. The organizational culture was holistic and the management team was forward-thinking. This kind of culture served the interest of the stakeholders including its immediate community and, from a broader perspective, the planet.

> They wanted to create a business that would be a role model, a business that would practice sustainable decision making, and sustainable business practices. And, have a deep and meaningful impacted community, so that's when they wrote

> for the first core values and beliefs; that's when they wrote our purpose statement. [Lisa]

The core values remained unchanged. They guided the organization and ultimately anchored the employees. As new employees came into the New Belgium Brewing Company family, the core values served as a symbol of the strong organizational culture. The culture enabled performance.

> The fact that we could keep those core values and grow the company the way we have, 340 employees, and they're all over the United States and still, I can honestly say I think we still really keep those values the same that they never die. [Justin]

The following respondent saw New Belgium Brewing Company as maximizing sustainable best practices while maintaining its competitive niche.

> To me, a role model in the industry is our sustainability practices, being a role model to the industry and in a community. We give back to the community as well; we're not just here for profit. Our core values and beliefs are not only to grow the company; philanthropy is a major part of who we are. We're making money but we're also giving a dollar per every barrel that we make back to the community. That's part of it, innovation, efficiency, and continuous improvement of some of our systems, make sure we are running as efficiently as possible. [Michael]

In an organization where employees were seen as its greatest assets, New Belgium Brewing Company's organizational culture was seen to contribute to employee behavior. Bill saw New Belgium Brewing Company's flexible work environment as aligned with its core values.

> We are flexible and have to deal with that ever changing environment and production, and how we can get more beer out the door each month. Every year we get busier and busier. [Bill]

Other participants saw New Belgium Brewing Company continuing to expand the scope of its product and the environmental stewardship initiatives. Sustainability was of the

utmost importance to New Belgium Brewing Company. It was critical to their future focus.

> Believing environmental stewards and honoring mother earth is a core value belief. [Lisa]
>
> We've always said sustainability was a focus. We were doing all of the stuff you're really supposed to do: we had recycling programs, we've got conserving energy here, and we're using renewable forms of energy there, and that kind of thing. We have a corporate sustainability officer; she has started a bunch of really cool programs. Like groundbreaking stuff that we weren't doing before. We did the first total life cycle analysis of a six pack of beer for CO2 emissions, everything like, what it takes to grow the barley in the first place to what it takes for somebody to pop open that fridge and open a beer. Entirely the use of CO2, if we want to do as good of a job as we should be, it was eye-popping, we found out so much great stuff. [Justin]
>
> It's like saying we subscribe to green power, wind turbines, use wind energy so we look good. We have these things in place so that we can do our jobs and be the best that we can be. [Lisa]

These proceeding respondents captured the essence of the future of New Belgium Brewing Company. For the foreseeable future, the organization would continue to grow in sales, which would mean more employees. It would be important to them to maintain the core values. This participant saw the company as remaining flexible and also being a company that encouraged balance for it employees and stayed committed to all aspects of its culture. Michael provided additional support to this assertion.

> We've been very dynamic over the years dealing with flexibilities. I've seen over the years we've been dealing with growing pains, as we're growing, we're growing really fast, we have to put in new personnel, and we have. [Michael]

The following participant saw New Belgium Brewing Company continuing in its commitment to social responsibility. The company had a commitment to social responsibility and at the same time, encouraged its employees to be involved.

> Ours is a business with a conscience; it's not just about making money. It just didn't seem right to her to make money and not sort of do something with that, whether for the community or for the people that were working for them. [Janice]

Alan likely spoke for many others when he cautioned to not get so big they forget about the face-to-face interaction. There was the strong communication piece that was reflected in relationship building that the company and the employees prided themselves on sustaining. It seemed it was important to remember what makes up who they were.

> Yes, at some point we could potentially have more computers and more coworkers to help solve problems while outside of the brewery and in the brewery. That's much more difficult to do if you don't have that face-to-face interaction; I can't reach out and touch the computer very easily. [Alan]

Even now this respondent was aware that New Belgium Brewing Company wanted to remain as the same company it was ten years ago. This respondent knew that growth was inevitable but also thought that there had to be a conscious effort to maintain the culture as it was in the beginning. This was the culture that connected employees to New Belgium Brewing Company Justin was able to capture the essence of culture, relationships, work-life balance, commitment, and sustainability in this single quote. This was the spirit of what the respondents seemed to feel about New Belgium Brewing Company

> It would have to start with philosophy. I think the philosophy has to be that for people to be useful, productive, and happy coworkers; they need to feel validated at work, and feel like they can be useful, happy, and productive people outside of work doing their own thing too. I think that should be able to apply to anyone, it doesn't necessarily have to be family or friendly, but if you can do your work and get in what you like to do in a regular day, that fits pretty well. [Justin]

Sustainability Summary

There were two distinct aspects to sustainability. Both were of no great issue to participants; there was just a level of awareness. The company is growing and by all

indications will continue to grow based on the success of the company. With the growth, there was some discussion about the size of the company. The consensus was not wanting to get so big as to lose sight of who they are and the sense of community that permeates New Belgium Brewing Company. It was thought that in the immediate future there is no real danger of losing that sense of community. It was incumbent on the tenured employees and leadership to sustain and pass on the richness in the culture. The other facet of sustainability was environmental. New Belgium Brewing Company, the corporate citizen, was always looking for ways to lessen its impact on the planet while at the same time, sustaining it competitive edge.

Conclusion

Phenomenological research allowed me the opportunity to share in the experiences of eight employees of New Belgium Brewing Company. The data was gathered using semi-structured interviews. Themes were discussed using excerpts from the interviews. Five major themes emerged: culture, commitment, relationships, work-life balance, and sustainability.

All participants enjoyed their jobs and attributed much of their connection to New Belgium Brewing Company to Kim Lebesch. Participants perceived New Belgium Brewing Company as having a strong and nurturing organizational culture. All participants valued working at New Belgium Brewing Company. There was a sense of pride in their voices when they talked about the company. Participants spoke genuinely of their commitment to New Belgium Brewing Company. They even went so far as to talk about the relationships they formed in New Belgium Brewing Company

Participants saw New Belgium Brewing Company as promoting a balance between work and home. This balanced approach was not just about the programs and benefits New Belgium Brewing Company offered but more about the organizational culture. Work-life balance was interconnected in the fiber of the organizational culture. Participants all agreed that by providing a balanced work environment, New Belgium Brewing Company had inspired employees to deliver maximum productivity.

CHAPTER 5: DISCUSSION

The purpose of chapter five is to discuss the results, relevance to the literature, limitations, implications, and recommendations for future studies. The findings of this phenomenological study attempted to examine how the employees of New Belgium Brewing Company perceived their organization's work-life balance policies. There was little in the literature on employee level of usage of family-friendly programs relative to how companies directly benefit (Frone, 2003). Typically the focus was on what a company offers and the work-life balance success stories from the perspective of the organization. By examining the lived experiences of participants, I was able to understand the experienced organizational commitment.

The following research questions guided my study:

1. How do employees perceive work-life balance?
2. How do employees make sense of the balance between work and non-work commitments?
3. Do employees see their organization as supporting their usage of family-friendly programs?
4. Do employees see work-life balance as being a priority for the organization?

To address the research questions in my study, I examined the lived experiences of eight brewery employees representing various work groups in the brewery. Semi-structured interviews were used to create a more conversational format for participants to share their lived experiences relative to organizational commitment. The study focused

on understanding participants' experiences. The data were analyzed using Moustakas' (1994) qualitative method of inductive data analysis. I identified five thematic structures that emerged from participants' experiences: culture, relationships, work-life balance, commitment, and sustainability. There were structural and textual clues covering different aspects of culture. New Belgium Brewing Company's organizational culture was seen as being a primary consideration to the respondents' connections to the organization. Culture was so pervasive that there were five significant ways to view culture: formal, informal, flexibility, fun, and trust. The interplay of these cultural aspects formed the core of participants' lived experiences.

I share my assumptions and biases in this chapter. I also address the findings to the questions by looking at the themes that emerged. I then provide an examination of the review of the literature and offer recommendations for practical use and further research and provide my conclusion.

Research Assumptions and Biases

The study was guided by the question "How do employees perceive work-life balance?" I designed the study with the idea of understanding how employees in a company experience a balanced work environment and then to understand how they interpret their experiences. It was also important to understand what affected their commitment. The primary instrument for collecting data was me (Merriam, 2002). Reflection on my assumptions and biases as a researcher was essential to the study. As a parent and a wife, I am interested in how one balances home and work. My interests in work-life balance became even more pronounced when I started my Ph.D. program. My coursework explored how an employer could motivate and retain employees. There was

some discussion in the literature over the role of the employer in helping employees achieve balance. There was also some speculation that the employer had no role at all. I entered the study wanting to identify a company that had a strong reputation for commitment to work-life balance. I then wanted to know how the employees of a particular company experienced and interpreted institutionalized programs and policies. My experience and knowledge from studying the literature led to my biases and assumptions. My understanding of the theoretical aspects of the study gave me the opportunity to study participants from multiple perspectives.

I was always aware of the need to keep my assumptions and biases at a conscious level of awareness. While completing data analysis I remained aware of my preconceived impressions about the relationship between the employees and New Belgium Brewing Company. My personal interpretation of work-life balance was challenged on a number of occasions through epoche. My reflective journal was instrumental in allowing me to self-check any biases or assumptions.

I designed the study with the idea of learning more about how employees experience and perceive their work-life balance. That meant I had to understand how employees perceived the organization culture.

Discussions of Findings

This section focuses on how the findings answered the research questions. I will start by discussing how participants experienced organizational culture. I wanted to understand how New Belgium Brewing Company's employees interpreted, described, and explained their lived experiences, experienced organizational culture, and interpreted work-life balance. The following is a review of the findings that answered how

participants' experienced the culture related to work-life balance. Participants had common themes that aided in describing their experiences. These common experiences are described in thematic structures, organizational culture, relationships, work-life balance, commitment, and sustainability. The thematic structures emerged to explain how participants' experiences and expectations of work-life balance are influenced by the organization's unique culture. Participants have collective experiences resulting from their experiences with the organizational culture.

The link between programs offered and how employees engaged with the programs was the focus of my study. The research showed participants engaged beyond just using the programs offered. It became apparent that, as they shared perceptions, participants related to work-life balance through the cultural influences in the organization.

Organizational culture was an expected outcome of the study. There was a direct relationship with culture and the other themes. All participants' experiences are expressed in the content of the organizational culture. It was evident that participants identified very closely with the organizational culture. The positive aspect of the culture appeared to me to be a primary motivator for participants' success within New Belgium Brewing Company.

With respect to how participants interpreted relationships in New Belgium Brewing Company, I expected to find some level of connection. This connection was probably stronger than I expected. It was apparent that the nature of relationships could be seen as a reflection of a strong informal work group culture. There was also an indication that employees shared interests, experiences, and in some cases similar

backgrounds. I think this makes sense given the size of the company and the fact that it was located in a small town.

Work-life balance was at the core of what I wanted to understand. I found out more than just how and if participants felt comfortable using the programs. I was struck by the fact that participants felt supported and encouraged to have balance. Work-life balance seemed to be a direct result of the culture and the environment created by the leadership at New Belgium Brewing Company. Work-life balance turned out to be the whole story. Work-life balance was everything the company offers; it reflects everything the leadership has built. It was so interwoven into how the company was viewed by participants that they don't see it as a term or a policy; it was just the ways things are at New Belgium Brewing Company. I was prepared to understand how the policies and benefits were interpreted and even how participants perceived work-life balance. It turned out to be so much more.

I had a sense that what employees shared about commitment was genuine. This group of participants felt that New Belgium Brewing Company cared about them as individuals. It was more than the words participants spoke; it was how they talked about New Belgium Brewing Company. I was able to record aspects of what I observed to be their feelings about New Belgium Brewing Company in my reflection journal.

I asked no direct questions about the future or sustainability of New Belgium Brewing Company. This fact made it even more interesting when participants offered their perspective on what the company should be like in the future. I think partially because they are part of the New Belgium Brewing Company and participants wanted the company to continue to grow and be successful. That interest in the future could also

come from how the company projects itself into the future and shares what its growth should look like. The company has a strong interest in the environment, which was a major component of the sustainability focus. The company continues to hire new employees to meet the demand for its very popular products. There seems to be an awareness that over time size could start to work against the culture. That level of awareness ensures that all at New Belgium Brewing Company will work to sustain the culture.

Relevance of Findings to the Literature

The five thematic structures—culture, relationship, work-life balance, commitment, and sustainability—reflect how participants experience work-life balance within the context of an organizational culture. Culture can be seen as the essence of New Belgium Brewing Company's organizational being. A supportive work-life culture has been defined as shared assumptions, beliefs, and values regarding the extent to which organizations value and support the integration of work and family life (Bardoel et al., 1998). At New Belgium Brewing Company organizational culture has been seen as a cornerstone in the success of the organization with shared values and beliefs as a key component. According to the findings, participants identify with the organizational culture. Participants believe in the organizational culture and they have an overwhelming commitment to Kim Jordan. She defines and personifies what participants see as the culture of New Belgium Brewing Company Understanding how to inspire, motivate, and develop employees was seen by participants as what the co-founder of New Belgium Brewing Company provides. A strong perceived organizational support was the conclusion that can be drawn from the experiences of participants.

Participants see culture at New Belgium Brewing Company as playing an important role in employee success, leading ultimately to organizational success. Those who view themselves as family-friendly can also receive the benefit of improved morale and employee retention. At the same time, New Belgium Brewing Company can benefit from increased productivity from employees who appreciate these programs (Grover & Crooker, 1995). Culture was threaded throughout the responses provided by participants. Participants shared stories specifically focusing on the organizational culture. They see the culture as supportive and encouraging. This was consistent with discussions in the literature. An organization can also offer work and family policies, such as flexible work arrangements, assistance with child and elder care, and expanded leave options. These are some of the programs that can make it easier for employees to resolve personal issues (Berg et al., 2003).

In trying to understand work-life balance in a broader sense, many employees thought that balance was the ability to accomplish both their work and personal goals by meeting a predetermined level of satisfaction (Fisher, 2001). Work-life balance was defined as the level of satisfaction associated with and how one functions at home and work with very little work-life conflict. Balance was further defined as the extent to which an individual was engaged in and equally satisfied with, their work and family role (Greenhaus et al., 2003). The literature on work-life balance supports the thematic structures relating work-life balance and organizational culture.

Pressure was on organizations to address employees' family responsibilities (Galinsky et al., 1991). The findings in this study indicated that New Belgium Brewing Company was ahead of the curve with respect to responding to the needs of its

employees, as seen from the perspective of this group of respondents. There was an indication that participants have a high commitment to this company. The findings indicate a sense of pride and ownership associated with working at New Belgium Brewing Company, as reflected in the responses of participants. A commitment to the organization was demonstrated in how participants are acculturated in the organization. Reciprocity suggested that if an organization can visibly demonstrate its values to its employees, employees in turn commit to the organization and to the goals of the organization (Cohen, 1997). Employee engagement was defined as "the extent to which employees commit to something or someone in their organization, how hard they work, and how long they stay as a result of that commitment" (Lockwood, 2007, p. 22).

Engagement was taking a more distinct turn; today's generation of workers required training, career opportunity, and a balanced work life. Engagement predictors, including but not limited to work-life balance, reward and recognition, and work environment can help the organization better manage engagement and ultimately motivation, productivity, and retention (Lockwood, 2007). New Belgium Brewing Company has embraced these strategies and the organizational culture is instrumental in helping participants fully experience the work-life balance programs. The organizational culture is holistic and the management team was forward thinking. Supervisor support is critical for a family-responsive culture in the workplace (Kossek & Nichol, 1992; Warren & Johnson, 1995). There was some discussion in the interviews about how not every supervisor provides optimal support to every participant. It was important to note that there was limited number of supervisors who displayed this behavior. New Belgium Brewing Company's leadership was aware of a relatively small number of supervisors

who need guidance in this area. The company takes pride in the fact that it mentors and provides training for new and even more seasoned supervisors. Organizational leadership was aware of what was clear from the literature; supervisors are an important link to provide a balanced work environment. A lack of manager support for employee utilization of these programs can lessen employee participation (Blair-Loy & Wharton, 2002).

Workplace flexibility including alternative work schedules and telecommuting arrangements were a priority for employees. There are seven areas of work-life effectiveness that received the most attention in order to attract, motivate, and retain employees. The seven areas include: workplace flexibility, paid/unpaid time off, health and well-being, dependent care assistance, financial support, community involvement, and culture change interventions. Health and well-being are at the top of what employees expect as part of a balanced work environment (CCH HR Management, 2006). The findings in the research are consistent with the discussions in the literature. Participants describe their experiences with work-life balance as very positive and a critical aspect of why they enjoy being a part of New Belgium Brewing Company. Respondents felt inspired to give maximum performance. While not the only consideration, participants' perceived work-life balance to be a strong and attractive motivator for working at New Belgium Brewing Company

A lack of manager support for employee utilization of these programs can lessen employee participation (Blair-Loy & Wharton, 2002). Conversely, having a supportive manager who understands the importance of an employee's need to balance work and family will increase employee utilization and ultimately enhance the relationship of the

supervisor and employees. Even more critical, having a family-supportive manager was directly associated with lower work-family conflict, increased employee attachment and commitment, and lower turnover (Aryee et al., 1998.) This study design gave participants an opportunity to share stories about their relationships with their direct supervisors. The majority of what was shared was overwhelmingly positive. Participants noted that these relationships with their supervisors were instrumental in creating a more balanced work environment. The results of the study are consistent with the literature. Commitment to a supervisor—even in a best-case scenario—never exceeds any of the participants' commitment to Kim. A possible conclusion to be drawn from the experiences of participants was how they felt supported by management; and even in limited cases where the direct supervisor participant relationship could be improved, all participants felt supported by the organization.

Limitations

The main limitation of this study was relying on self-reported data from the individual participants. Reporting was dependent on the perspective of the respondent and people can interpret the same situation differently. The recounting of an event is limited to what a participant remembers and also what that participant is willing to share. The telling of a story can be influenced by a participant's paradigm. I had to trust that participants felt telling their story to me was a safe and productive thing to do.

Implications

Findings presented in Chapter 4, in conjunction with my conclusions discussed in this chapter, have implications for participants as well as for New Belgium Brewing Company. Although this study was centered on the lived experiences of eight

participants, it may have greater relevance in a larger context. An understanding of the experiences of participants may provide a framework to be studied and replicated. Work-life balance was not about the amount of time you spend working vs. not-working. It's more about how you spend your time working or relaxing, it's how recognizing that what you do in either one can fuel your energy for the other (Morgenstern, 2008). This statement was supported by participants' mention of motivating, inspiring, and leading, as they described their relationships with New Belgium Brewing Company; overwhelming the interpersonal aspect of the culture was emphasized. The emergence of organizational culture as a theme may have many implications. Moreover, it may suggest organizational culture was relevant to the members of the participant group. The organizational culture was encouraged by leadership fostering an atmosphere of openness, trust, and communication. At the core of the culture was mutual respect.

The experiences of these eight individuals offer other employees insight about their organization. Such insight could be significant for an organization seeking to adopt a work-life balance program. Integral to getting an organization to take on this kind of cultural shift would be to present the findings of this study and studies like it to help change perceptions. The study also serves to increase awareness level. Employees need to be made aware of how they are impacted when their work and home life are out of balance. This study ultimately can help employers see some direct benefits of balance.

Forty three percent of United States workers have a flexible schedule where they select their start and end times. This number is up from 29 % in 1992 (Kiger, 2005). This indicates research is essential for organizations to understand the impact of their policies and programs on employees, taking into account their range of work and personal lives

from a holistic perspective. The study will also give an organization insight into how well employees embrace the organizational culture. In other words, what was an employee's level of engagement with the organizational culture and how does that impact employee workplace productivity, retention, and satisfaction?

Work-life balance programs were at one point considered nice to have, the socially acceptable thing to do, but now they are viewed as a strategic business objective with the intent to make organizations more competitive. This study further suggested how work-life balance programs can have a positive impact on a company's bottom line. An organization's bottom line can be viewed in terms of a direct financial benefit. On the other hand, there are other considerations that can directly affect an organization; one example was employee satisfaction. "Demand for better work-life balance emerged as the second most important recruitment and retention criterion" (Amble, 2006). New Belgium Brewing Company's commitment to providing a balanced environment for its employees can be seen as having a positive effect on the company's bottom line.

Recommendations for Future Study

The study explores the lived experiences of participants in a brewery in Fort Collins, Colorado. The focus was on recommendations for future research to address work-life balance programs. This study focused on an organization that offered a comprehensive program. It was important for me to study a company well known for promoting work-life balance. The strategy was to understand how participants perceived the work-life balance programs with a strong commitment to work-life balance. A

qualitative analysis with eight participants was conducted to see if their lived experiences paralleled their employer's perception of its work-life balance programs.

More research is needed to understand what employees' needs are to ensure there is balance between work and home. There are many personal factors external to the organization that employees deal with on a daily basis. The more employers understand how employees struggle and how their personal considerations can influence the workplace, the more employers can aid employees in removing such barriers. More needs to be understood about what "balance" is and if being balanced can enhance the productivity of employees and what role the employer has in ascertaining how balance is achieved. Beyond the issue of this employer, a study on a bigger question would be the role of government or society in addressing many of the issues that affect worker productivity. One example of this is the issue of the cost of health care. It could be seen as being a public consideration to be studied.

A study of this type could also be done to understand organizations as they introduce work-life balance programs. It would also be important to understand if the organization sees culture as playing a role in the integration of a successful work-life balance. In preparation of any such programs, it would also be relevant to study the role of management and how a change could be introduced. In the case of New Belgium Brewing Company there were policies and practices that started from the beginning that were reflected in the culture. For an organization that is moving in a new direction, it would be important to understand how to shift a culture. These could result in studies that focus on how change happens. There should be studies to understand employee expectations and the cost of recruiting and retaining the best talent. Such studies could be

useful when a company is developing and implementing or enhancing work-life balance programs.

More research is needed on the cost and benefits associated with work-life balance programs to employers. Organizational leadership can directly benefit from participating in a research study that determines the benefits associated with offering family-friendly programs and even more critically the cost of doing nothing.

REFERENCES

Allen, T. D. (2000). Family-supportive work environments: The role of organization perceptions. *Journal of Vocational Behavior*, *58*, 414-435.

Amble, B. (2006). *Work-life balance becoming critical to recruitment and retention*. Retrieved June 16, 2008, from http://www.management-issues.com/2006/8/24/research/work-life-balance-becoming-critical-to-recruitment-and-retention.asp.

Arnold, K. (05/08). Best jobs 2008. *Outside Magazine*, 1. Retrieved November 12, 2009, from http://outside.away.com/outside/culture/200805/best-companies-1.html.

Arthur, M. (2003). Share price reaction to work-family human resource decisions: An institutional perspective. *Academy of Management Journal*, *46*, 497-505.

Aryee, S., Luk, V., & Stone, R. (1998). Family responsive variables and retention-relevant outcomes among employed parents. *Human Relations*, *51*(1), 73-85.

Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, *90*, 132-146.

Aspengren, V, (2009). *The purposeful company*. Retrieved October 6, 2009, from http://www.unaverageleadership.com/company_culture/.

Bailyn, L. (1984). Issues of work and family in organizations: Responding to social diversity. In M. B. Arthur, L. Bailyn, D. J. Levinson, & H. A. Shepard (Eds.), *Working with Careers* (pp. 75-98). New York: Center for Research in Career Development, Columbia University. 75-98

Bailyn, L. (1993). *Breaking the mold: Women, men, and time in the new corporate world*. New York: Free Press.

Bardoel, E. A., Tharenous, P., & Moss, S. A. (1998). Organizational predictors of work-family practices. *Asia Pacific Journal of Human Resources*, *36*, 31-49.

Batt, R., & Valcour, P. M. (2003). Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations*, *42*, 189-220.

Baughnman, R., DiNardi, D., & Holtz-Eakin, D. (2003). Productivity and wage effects of "family friendly" fringe benefits. *Internal Journal of Manpower*, *24*(3), 247-259.

Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, *117*, 497-529.

Berg, P., Kalleberg, A. L., & Appelbaum, E. (2003). Balancing work and family: The role of high commitment environments. *Industrial Relations*, *42*(2), 168-188.

Blair-Loy, M., & Wharton, A. S. (2002). Employee's use of work-family policies and the workplace social context. *Social Forces*, *80*(3), 813-845.

Bond, J. T., Galinsky, E., & Swanberg, J. E. (1998). *The national study of the changing workforce*. New York: The Families and Work Institute.

Bond, J. T., Thompson, C., Galinsky, E., & Prottas, D. (2002). *Highlights of the national study of the changing workforce*. New York: Families and Work Institute.

Bragger, J. D., Rodriquez-Srednicki, O., Kutcher, E. J., Indovino, L., & Rosner, E. (2005). Work-family conflict, work family culture, and organizational citizenship behavior among teachers. *Journal of Business and Psychology*, *20*(2), 303-324.

Bureau of Labor Statistics (2003). *National compensation survey: Employees with benefits in private industry in the United States*. Retrieved January 21, 2003, from http://www.bls.gov/ncs/ebs/sp/ebbl0019.pdf.

Bureau of Labor Statistics (2008). *Employment characteristics of families news release*. Retrieved May 30, 2008, from http://www.bls.gov/news.release/famee.htm.

Bryman, A. (1989). *Research methods and organizational studies, contemporary social research*. London: Routledge.

Callahan, S. (2007). *Implications of family friendly policies for organizational culture: Findings from two case studies*. Retrieved January 10, 2008, from http://wes.sagepub.com/cgi/content/abstract/21/4/673.

Cappelli, P. (1999). *The new deal at work: Managing the market driven workforce*. Boston: Harvard Business School Press.

Casner-Lotto, J., & Hickey, J. V. (1999, Winter). Holding a job, having a life: Making them both possible. *Employment Relations Today*, 37-47.

Casper, W. J., Fox, K. E., Sitzmann, T. M., & Landy, A. L. (2004). Supervisor referrals to work-family programs. *Journal of Occupational Health Psychology*, *9*(2), 136-151.

Catalyst. (2003). *Catalyst award overview*. Retrieved June 12, 2004, from http://www.catalystwomwn.org/catalyst_award/overview.htm.

CCH (2006). *Work-life balance is shifting to employee health and well-being flexibility*. Retrieved June 25, 2008, from http://hr.cch.com.

Center for Work and Family (1995). *Behind the scenes: Corporate environments and work-family initiatives*. Boston College: Center for Work and Family.

Cicourel, A. (1973). *Cognitive Sociology*. Harmondsworth, England: Penguin.

Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior*, *56*, 348-365.

Claus, L, (2008). *People and planet management at New Belgium Brewing company*. Retrieved November 12, 2009, from http://www.willamette.edu/mba/global_hr/downloads/New_Belgium.pdf.

Cohen, A. (1997). Nonwork influence on withdrawal cognitions: An empirical examination of an overlooked issue. *Human Relations*, *50*(12), 1511-1536.

Commerce Department. (2003). *Statistical abstract of the United States, 2002: The national data book*. Washington, DC: Bureau of Census.

Creswell, J. W. (1994). *Research design: Qualitative & quantitative approaches*. Thousand Oaks, CA: Sage.

Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions*. Thousand Oaks, CA: Sage.

Crooker, K. J., Smith, F. L., & Tabak, F. (2002). Creating work-life balance: A model of pluralism across life domains. *Human Resource Development Review*, *1*(4), 387-419.

Duxbury, L. E., & Higgins, C. A. (1991). Gender differences in work-family conflict. *Journal of Applied Psychology*, *76*, 60-74.

Duxbury, L., Higgins, C., & Neufeld, D. (1998). Telework and the balance between work and family: Is telework part of the problem or part of the solution? In *The virtual workplace* (pp. 218-255). Hershey, PA: Idea Group.

Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, *25*(1), 178-199.

Ely, M., Anzul, M., Friedman, T., Garner, D., & Steinmetz, A. M. (1991). *Doing qualitative research: Circles in circles*. Philadelphia, PA: The Falmer Press.

Fassel, D. (1990). *Working ourselves to death: The high cost of workaholism and the rewards of recovery*. New York: Harper Collins.

Filbeck, G. (2001). Mother Jones: Do better places to work imply better places to invest? *Journal of Financial Economics*, *10*, 57-70.

Fisher, A. B. (2001). *Wall street women*. New York: Alfred A. Knoph.

Frankel, M. (1998). Creating the family friendly workplace: Barriers and solutions. In S. Klarreichy (Ed.), *Handbook of organizational health psychology: Programs to make the workplace healthier* (pp. 79-100). Madison, CT: Psychological Press.

Fredricksen, K. I., & Scharlach, A. E. (1999). Employee family care responsibilities. *Family Relations*, *48*, 189-196.

Friedman, D. E. (1990). Work and family: The new strategic plan. *Human Resource Planning*, *13*(2), 79-90.

Friedman, S. D., & Greenhaus, J. H. (2000). *Work and family—allies or enemies? What happens when business professionals confront life choices*? Oxford, England: Oxford University Press.

Friedman, S. D., & Lobel, S. (2003). The happy workaholic: A role model for employees. *Academy of Management Executives*, *17*(3), 87-98.

Frone, M. R. (2000). Work-family conflict and employee psychiatric disorders: The national co morbidity survey. *Journal of Applied Psychology*, *85*, 888-895.

Frone, M. R. (2003). Work-family balance. In J. C. Quick, & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143-162). Washington, DC: American Psychological Association.

Frone, M. R., & Cooper, M. L. (1993). Relationship of work-family conflict, gender, and alcohol expectancies to alcohol use/abuse. *Journal of Organizational Behavior*, *14*, 545-558.

Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of Vocation Behavior*, *50*, 145-167.

Galinsky, E., & Bond, J. T (2000). *Helping families with young children navigate work and family life*. Paper presented at Balancing acts: Easing the burden and improving the options for working families, Washington, DC.

Galinsky, E., Bond, J. T., Kim, S. S., Backon, L., Brownfield, E., & Sakai, K. (2005). *Overwork in America: When the way we work becomes too much*. New York: Families and Work Institute.

Galinsky, E., Friedman, D. A., & Hernandez, C. A. (1991). *The corporate reference guide to work family programs*. New York: Families and Work Institute.

Galinsky, E., & Stein, P. J. (1990). The impact of human resource policies on employees. *The Journal of Family Issues*, *11*(4), 368-383.

Geoff, S. J., Mount, M. K., & Jamison, R. L. (1990). Employer-supported childcare, work/family conflict and absenteeism: A field study. *Personal Psychology*, *43*, 793-809.

Gerson, A (1993). Break through denial to reduce stress claims. *Occupational Health and Safety, 62*(1), 33-36.

Glass, J., & Fujimoto, T. (1995). Employer characteristics and the provision of family-responsive policies. *Work and Occupations*, 22, 380-411.

Glass, J. L., & Estes, S. B. (1997). The family responsive workplace. *Annual Review of Sociology*, *23*, 289-313.

Gornick, J. C., & Meyers, M. K. (2003). *Families that work: Policies for reconciling parenthood and employment*. New York: Russell Sage Foundation.

Greenhaus, J., & Beutell, N. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, *10*, 76-88.

Greenhaus, J. H. & Parasuraman, S. (1986). A work non-work interactive perspective of stress and its consequences. *Journal of Organizational Management*, *8*(2), 37-60.

Greenhaus, J. H., & Parasuraman, S. (1994). Work-family conflict, social support, and well being. In M. J. Davidson & R. J. Burke (Eds.), *Women in management: Current research issues* (pp. 213-229). London: Paul Chapman.

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, *63*, 510-531.

Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work family enrichment. *Academy of Management Review*, *31*(1), 72-92.

Grover, S. L., & Crooker, K. J. (1995). Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents and non-parents. *Personal Psychology*, *48*(2), 271-288.

Guest, D. E. (2002). Perspectives on the study of work-life-balance. *Social Science Information, 41*(2), 255-279.

Hall, L., & Atkinson, C. (2006). Improving working lives: Flexible working and the role of employee control. *Employee Relations*, *28*(4), 374-385.

Halpem, D. F., & Murphy, S. E. (2005). *From work-family balance to work-family interaction changing the metaphor*. Mahwah, NJ: Erlbaum.

Hammer, L. B., Bauer, T. N., & Grandley, A. A. (2003). Work-family conflict and work-related withdrawal behaviors. *Journal of Business and Psychology*, *17*, 419-436.

Harter, J. K., & Schmidt, F. L. (2002). *Employee engagement, satisfaction, and business unit-level outcomes: A meta-analysis.* Lincoln, NE: The Gallup Organization

Hill, J., Miller, B., Weiner, S., & Colihan, J. (1998). Influences of the virtual office on aspects of work and work/life balance. *Personnel Psychology*, *51*, 667-683.

Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, *50*(1), 49-58.

Huitt, W. (2001). *Motivation to learn: An overview*. Retrieved September 21, 2008, from http://chiron.valdosta.edu

Human Resource Management International Digest (2002). Marriott hotels attempts to banish the long-hours culture. *Human Resource Management International Digest*, *10*(4), 13-15.

Ingram, P., & Simons, T. (1995). Institutional and resource dependence determinants of responsiveness to work-family issues. *Academy of Management Journal*, *38*(5), 1466-1482.

Institute of Management & Administration. (2004, April). Recruiting and retention work-life benefits head list for talent attraction and retention. *IOMA's Human Resource Department Management Report*, 2-3.

Kahn, R. L., Wolfe, D. M., Quinn, R., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress*. New York: Wiley.

Katz-Stone, A. (1998, January 2). Marriott answers soss from service employees. *Washington Business Journal*, pp. 1-2. Retrieved June 28, 2008, from http:// washington.bizjournals.com/ washington/stories/1998/01/05/focus2.html?page=2.

Kiger, P. J. (2005). *Throwing out the rules of work*. Retrieved June 1, 2008, from http://www.workforce.com/section/09/feature/24/54/28.

King, N. (1994). The qualitative research interview. In C. Cassell, & G. Symon (Eds.), *Qualitative methods in organizational research: A practical guide* (p. 1). London: Sage.

Kirchmeyer, C. (1993). Nonwork-to-work spillover: A more balanced view of the experiences and coping of professional women and men. *Sex Roles: A Journal of Research*, *28*, 531-552.

Kirchmeyer, C. (1995). Managing the work-nonwork boundary: An assessment of organized responses. *Human Relations*, *48*, 515-536.

Kirchmeyer, C. (2000). Work-life initiatives: Greed or benevolence regarding workers' time? In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior* (pp. 79-93). Chichester, England: Wiley.

Kopelman, R. E., Prottas, D. J., Thompson, C. A., & Jahn, E. W (2006, Summer). A multilevel examination of work-life practices: Is more always better? *Journal of Managerial Issues*, *XVIII*(2), 232-253.

Kossek, E. E. (2003, March). *Face-time matters: How work-life flexibility influences work performances of individuals and groups*. Presentation at the annual College and University Work/Family Association (CUWFA) conference, Philadelphia, PA.

Kossek, E. E. (2005). Workplace policies and practices to support work and families. In S. Bianchi, L. Casper, & R. King (Eds.), *Work, family, health, and well-being* (pp. 97-115). Mahwah, NJ: LEA Press.

Kossek, E. E., Barber, A., & Winters, D. (1999). Managerial use of flexible work schedules: The power of peers. *Human Resource Management Journal*, *38*, 33-46.

Kossek, E. E., & Nichol, V. (1992). The effects of on-site child care on employee attitudes and performance. *Personnel Psychology*, *45*, 485-509.

Kossek, E. E. & Ozeki, C (1998). Bridging the work-family policy and productivity gap [Literature review]. *Community, Work, and Family*, *2*, 7-32.

Landauer, J. (1997). Bottom-line benefits of work/life programs. *HR Focus*, *74*(7), 3-4.

Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage.

Lobel, S. A. (1999). *Impacts of diversity and work life initiatives in organizations*. Thousand Oaks, CA: Sage.

Lobel, S. A., Bradley, K. G., & Bankert, E. (1999). The future of work and family: Critical trends for policy, practice, and research. *Human Resource Management*, *38*(3), 243-254.

Lockwood, N. R. (2003). Work/life balance challenges and solutions. *SHRM Research*, *2*, 2-9.

Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *SHRM Research*, *1*, 1-11.

Loysk, B. (1996). *Managing a changing workforce: Achieving outstanding service with today's employees*. Davie, FL: Workplace Trends Publishing Company.

Marshall, C., & Rossman, G. B. (2006). *Designing qualitative research*. Thousand Oaks, CA: Sage

McCormick, R. D. (1992). Family affair—employees' concerns as company concerns. *The Chief Executive*, 1-5. Retrieved October 1, 2008, from http://findarticles.com/p/articles/mi_m4070/is_n76/ai_12456259/pg_2?tag=artBody;col1.

Meisinger, S. R. (2005). *Employee satisfaction driven by compensation and work/life balance*. Society for Human Resource Management Retrieved September 21, 2008, from https://www.achievesolutions.net/achievesolutions/en/boeing/Content.do?contentId=9888

Merriam, S. B. (1998). *Qualitative research and case study applications in education*. San Francisco: Jossey-Bass.

Merriam, S. B. (2002). *Qualitative research in practice: Examples or discussion and analysis*. San Francisco: Jossey-Bass

Miles, M. B., & Huberman, A. M. (1994). *An expanded sourcebook qualitative data analysis*. Thousand Oaks, CA: Sage

Morgan, H, & Milliken, F. J. (1993). Keys to action: Understanding differences in organizations' responsiveness to work-and-family issues. *Human Resource Management Journal*, *31*, 227-248.

Morgenstern, J. (2008). *Work-life balance: A new definition*. Retrieved September 21, 2008, from http://www.businessweek.com/business_at_work/time_management/archives/2008/07/work-life_balan.html.

Morris, B. (1997, March 17). Is your family wrecking your career? *Fortune*, 70-76, 80, 86, 90, 135.

Morris, M. L., & Madsen, S. R. (2007). Advancing work-life integration in individuals, organizations, and communities. *Advances in Developing Human Resources*, *9*(4), 439-454.

Moustakas, C. E. (1988). *Phenomenology science and psychotherapy*. Nova Scotia: University of Cape Breton.

Moustakas, C. E. (1994). *Phenomenological research methods*. Thousand Oaks, CA: Sage

New Belgium Brewing Company (2009). *New Belgium brewing purpose statement*. Retrieved October 6, 2009, from http://www.newbelgium.com/our-story.

Nord, J. L., & Littrell, J. M. (1990). Predictors of supervisors' referrals of employees to an employee assistance program. *Employee Assistance Quarterly*, *5*, 21-40.

Padavic, I., & Reskin, B. (2002). *Women and men at work*. Thousand Oaks, CA: Sage.

Parasuraman, S., & Greenhaus, J. H. (Eds.). (1997). *Integrating work and family: Challenges and choices for a changing world*. Westport, CT: Quorum.

Patton, M. Q. (1980). *Qualitative methods*. Beverly Hills, CA: Sage.

Patton, M. Q. (1986). *Utilization-focused evaluation*. Newbury Park, CA: Sage.

Patton, M. Q. (1990). *Qualitative evaluation and research methods (2nd ed.)*. Newbury Park, CA: Sage.

Patton, M. Q. (2001). *Qualitative research and evaluation methods (2nd ed.)*. Thousand Oaks, CA: Sage.

Patton, M. Q. (2002). *Qualitative evaluation and research methods*. Newbury Park, CA: Sage.

Perlow, L. A. (1995). Putting the work back into work/family. *Group and Organization Management*, *20*(2), 227-239.

Perry-Smith, J. E., & Blum, T. C. (2000). Work-family resource bundles and perceived organizational performance. *Academy of Management Journal*, *43*(6), 1107-1117.

Powell, G. N. (1998). The abusive organization. *Academy of Management Executives*, *12*, 95-96.

Powell, G. N., & Mainiero, L. A. (1999). Managerial decision making regarding alternative world arrangements. *Journal of Occupational and Organizational Psychology*, *72*, 41-56.

Rayman, P. M. (2001). *Beyond the bottom line: The search for dignity at work*. New York: St. Martin's Press.

Rogers, M. (2002). All work and no play-makes for a nonproductive day. *Franchising World*, *34*(4), 20-21.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600-619.

Schwartz, C. R., & Mare, R. D. (2005). Trends in educational assortative marriage from 1940 to 2003. *Demography*, *42*, 621-646.

Senge, P. (1993). *The fifth discipline: The art and practice of the learning organization*. New York: Random House Business.

Shamir, B. (1983). Some antecedents of work-nonwork conflict. *Journal of Vocational Behavior*, *23*, 98-111.

Society for Human Resource Management (2005). *Special expertise panels 2005 trends report*. Retrieved September 21, 2008, from http://www.shrm.org/trends/0705FullPanelTrendsReport.pdf.

Simkin, C., & Hillage, J. (1992). *Family friendly working: New hope or old hype*. Great Britian: Institute of Manpower Studies.

Spector, P. E. (1994). Using self-report questionnaires in Organizational Behavior research: A comment on the use of a controversial method. *Journal of Organizational Behavior*, *15*, 111-129.

Swody, C. A., & Powell, G. N. (2007). Determinants of employee participation in organizations' family friendly programs: A multilevel approach. *Journal of Business Psychology*, *22*, 111-122.

Thoits, P. G. (1991). On merging identity theory and stress research. *Social Psychology Quarterly*, *54*(2), 101-112.

Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: A control perspective. *Journal of Applied Psychology*, *80*(1), 6-15.

Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior*, *54*, 392-415.

Thompson, J. A. & Bunderson, J. S. (2001). Work-nonwork conflict and the phenomenology of time beyond the balance metaphor. *Work and Occupations*, *28*(1), 17-39.

Valcour, P. M., & Hunter, L. W. (2005). Technology, organizations, and work-life integration. In E. E. Kossek & S. J. Lambert (Eds.), *Work and life integration: Organizational, cultural and individual perspectives* (pp. 61-84). Mahwah, NJ: Erlbaum.

Warren, J. A., & Johnson, P. J. (1995). The impact of workplace support on work-family role strain. *Family Relations*, *44*, 163-169.

Welbourne, T. M. (2007, Spring). Employee engagement: Beyond the fad and into the executive suite. *Leader to Leader*, *(44)*, 45-71.

Wilensky, H. L. (1961). Orderly careers and social participation: The impact of work history on social integration in the middle class. *American Sociological Review*, *26*(4), 521-539.

Working Mother (2003). *The 100 best companies for working mothers list 2003*. Retrieved June 11, 2004, from http://www.workingmother.com/oct03/100bestlist.shtml.

Yin, R. K. (1981). The case study crisis: Some answers. *Administrative Science Quarterly*, *26*(1), 58-66.

Yip, J. Y., Myrtle, R. C., Wilber, K. H., & Grazman, D. N. (2002). The networks and resource exchanges in community-based systems of care. *Journal of Health and Human Services Administration*, *25*(1-2), 219-260.

Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American Psychologist*, *49*, 240-251.

Zedeck, S. (Ed.) (1992). *Work, families, and organizations*. San Francisco: Jossey-Bass.

APPENDIX A: Family and Medical Leave Act

Overview

Covered employers must grant an eligible employee up to a total of 12 workweeks of unpaid leave during any 12-month period for one or more of the following reasons:

- for the birth and care of the newborn child of the employee;
- for placement with the employee of a son or daughter for adoption or foster care;
- to care for an immediate family member (spouse, child, or parent) with a serious health condition; **or**
- to take medical leave when the employee is unable to work because of a serious health condition.

Key News

- The President signed into law S.1422, the "Airline Flight Crew Technical Corrections Act", Public Law 111-119, amending section 101(2) of the FMLA and establishing a special minimum eligibility requirement for airline flight attendants and flight crew members. (December 21, 2009)
  Read more about the airline flight crew technical amendments.

- The President signed into law the National Defense Authorization Act for Fiscal Year 2010 (2010 NDAA), Public Law 111-84. Section 565 of the 2010 NDAA amends the Family and Medical Leave Act (FMLA). These amendments expand on the military family leave rights added to the FMLA in 2008. The military family leave provisions provide qualifying exigency and military caregiver leave for families of covered military members. (October 28, 2009)
  Read more about these new military leave provisions.
  View Title I of the FMLA as amended by the FY 2010 NDAA.

- The Department of Labor's Wage and Hour Division published a Final Rule under the Family and Medical Leave Act. **The final rule became effective on January 16, 2009**, and updates the FMLA regulations to implement new military family leave entitlements enacted under the National Defense Authorization Act for FY 2008. It also includes revisions in response to public comments received on the proposed rule issued in February 2008. The Federal Register Notice and related documents are available at Wage and Hour's FMLA Final Rule website. (November 17, 2008).

-

General Guidance

- Compliance Guide to the Family and Medical Leave Act (a revision is coming soon)
- Special Rules for Returning Reservists under USERRA
- Military Frequently Asked Questions (PDF)
- Non-Military Frequently Asked Questions (PDF)
- FMLA NDAA 2008 Guidance
- FMLA NDAA 2010 Guidance
- FMLA Airline Flight Crew Technical Amendments Guidance

Fact Sheets

- Fact Sheet on the Final Rule
- Fact Sheet # 28: The Family and Medical Leave Act of 1993 (PDF)
- Fact Sheet # 28: The Family and Medical Leave Act of 1993 -Spanish (a revision is coming soon)
- Fact Sheet # 28A: The Family and Medical Leave Act Military Leave Entitlements (PDF)
- Fact Sheet # 44: Visits to Employers (PDF)

e-Tools

- elaws Employee/Employer Advisor (a revision is coming soon)
- Federal vs. State Family and Medical Leave Laws (a revision is coming soon)

Posters

- The Family and Medical Leave Act Poster
- The Family and Medical Leave Act Poster — in Spanish

Forms

- WH-380-E Certification of Health Care Provider for Employee's Serious Health Condition (PDF)
- WH-380-F Certification of Health Care Provider for Family Member's Serious Health Condition (PDF)
- WH-381 Notice of Eligibility and Rights & Responsibilities (PDF)
- WH-382 Designation Notice (PDF)
- WH-384 Certification of Qualifying Exigency For Military Family Leave (PDF)
- WH-385 Certification for Serious Injury or Illness of Covered Servicemember -- for Military Family Leave (PDF)

Interpretive Guidance Opinion Letters

- FMLA Opinion Letters

APPENDIX B: Recruitment Letter

NEW BELGIUM.

Wind Powered & Employee Owned • Makers of Fat Tire Amber Ale

June 19, 2009

Institutional Review Board
Colorado State University

To whom it may concern:

We have had the opportunity to speak with Carol Miller, doctoral candidate, about her doctoral project and feel that we understand the scope of her work and believe that research of this nature will contribute to a body of knowledge supportive of a balanced work-life environment. On behalf of New Belgium Brewery we wish to offer Carol Miller our full support of this research study. We will assist her in recruiting participants from New Belgium by emailing our employees her recruitment flyer. We understand that the purpose of this study is to examine employee experiences when using the organization's family-friendly policies. New Belgium Brewery has a notable reputation in work-life balance initiatives, so looking at employee usage of these programs would give Carol Miller the opportunity to gather information for her research and at the same time help us see if our current programs reflect employee needs. The results of the study will provide insight into our employee's perspectives of the organization's family-friendly policies.

We agree to send the recruitment flyer to the New Belgium Brewery employees. We understand that our employees' participation is voluntary, and after careful consideration of the parameters of the study, we feel that participation in the research study is at virtually no risk to New Belgium personnel.

Mark Fischer
Director of Operations
New Belgium Brewing Company

NEW BELGIUM BREWING

500 Linden Fort Collins, Colorado 80524 USA 888.NBB.4044 *newbelgium.com* *recycled & post-consumer paper*

APPENDIX C: Interview Protocol

Project: Understanding employee responses to family-friendly programs

Time of Interview

Date:

Place:

Interviewee:

Position of Interviewee:

Age:

Gender:

APPENDIX D: Interview Questions

Tell me about your current position?

How long have you been in this position?

How long have you been with the company?

How you explain the organizational culture of New Belgium?

Explain more about the CEO?

Explain more about core values?

What is your awareness of the work-life balance programs offered? Describe them?

Describe the company policy for using work-life balance programs.

Would you describe your company as flexible? What does flexibility look like to you? Provide an example of when you saw the company as flexible related to family-friendly policies. Can you give me anymore?

Explain the process, as you know it for using a work-life balance program?

Of the work-life balance that your company offers:

Do you feel support from the company when using programs?

Do you feel support from your direct supervisor when using programs?

How were you made aware of the usage policy?

Is the policy, as you know it in a written format? Do you have a copy of the policy? If no, how would you go about getting a copy of it?