



# Family-Friendly HRM Policy in Kepulauan Riau, Indonesia

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**Abstract.** UNICEF suggested implementing a Family Friendly Policy (FFP) to save future generations, promote gender equality, longer life expectancy, reduce poverty, and sustainable growth. FFP can promote work-life balance, healthier, happier families, and better job performance. Therefore, the human resource department and executive members must pay attention to applying FFP in the workplace. There are four dimensions of FFP; Maternity protection and paid parental leave; Nutritional and breastfeeding support; Accessible, quality childcare, and flexible work arrangements; Social protection and income. So, this study aims to explore the FFP of any workplace in Kepulauan Riau, Indonesia, which has implemented and applied these four dimensions. The method of this study used an explanatory sequential mixed-method design. The data was gathered using a questionnaire, documentation and interviewing several human resource personnel. Results showed that the implementation of FFP in Riau Island has been outstanding in providing paid maternity leave and flexible work arrangements. Whereas paid parental leave, family allowances, and family health protection are “adequately implemented” and need particular attention to improve their performance. While the breastfeeding room, children’s play corner, and accessible and quality childcare attributes require implementation of particular policies to improve their poor condition. In conclusion, we suggest several implications for government, businesses or organizations, as well as small and medium-sized businesses.

**Keywords:** Family Friendly Policy · Paid Parental Leave · Working Parents · Working Mother · Work-Family Conflict · Work-Life Balance

## 1 Introduction

United Nations Children’s Fund (UNICEF) reported that almost two-thirds of the world’s children under one-year-old, nearly 90 million, live in countries where their fathers are not entitled by law to a single day of paid paternity leave. Only 40% of children younger than six months are exclusively breastfed as recommended, far lower than the 2030 target of 70%. Forty percent of countries in the Global South surveyed did not have any statutory entitlement for childcare services offered by the State or employers.

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A recent analysis indicates that about 35% of households globally receive child/family cash benefits, varying from 88% in Europe and Central Asia, 28% in Asia and the Pacific, and 16% in Africa [1].

Indonesia also contributed to a similar case. Before the work from the home policy during the pandemic, Indonesia had a relatively low rate of exclusive breastfeeding, with a prevalence of 40–50%. Working mothers have an even worse number, ranging from 19 to 47% [2], far from the target. Moreover, the Indonesian Children's Profile in 2019 revealed that children under five years old are poor nutrition and are malnourished, which was 3.9 and 13.8%, respectively. In addition, about 30.8% of children under five years old have stunting matter. They consist of very short and short toddlers, respectively, by 11.5% and 19.3% [3]. Fulfills nutrition for pregnant women, exclusive breastfeeding, and provides nutritional support for the growth and development of children in their first 1000 days; these all can help reduce the worsening percentage [4].

The Indonesian government has always sought to improve gender equality. As a result, the Gender Development Index (GDI) and Gender Empowerment ratio improve over time. The GDI is an indicator to describe the comparison of the equality of women and men. The closer the index number to 100 means the inequality is getting smaller; in 2019, it reached 91.07% [5]. The smaller gender gap is negatively related to the number of female workers, which means that number of female workers in Indonesia has increased over the years. In August 2020, the female worker's participation had reached 53.13%, compared to the previous years, 2019 and 2018, which were 51.89% and 51.88%, respectively [5]. Female workers also dominate in several sectors, such as MSMEs (64.5%), the service sector (58.04%), and the financial sector (75.19%) [5, 6]. Hence, a friendly policy for female workers will help prevent the children and future generations from worsening conditions.

Because of these problems, various organizations are trying to formulate what policies should be established globally and nationally. For example, UNICEF recommends the Family Friendly Policy (FFP) to overcome these matters. UNICEF defined FFP as policies that help employees balance their work and family life. There are four dimensions of FFP in the workplaces based on UNICEF [7]: 1. Maternity protection and paid parental leave; 2. Nutritional and breastfeeding support; 3. Accessible, quality child-care, and flexible work arrangements; 4. Social protection and income. Thus, this study adopted these four dimensions to check whether organizations have implemented FFP properly.

Studies have shown that FFP in workplaces can promote work-life balance [8–10]. [10] studied work-life balance among educators. They stated that implementing FFP in the workplace will affect workers' work-life balance, life satisfaction, job satisfaction, and work engagement. Work-family balance in FFP and practices that contribute to positive employee behavior and increase employee productivity [10]. [11] studied the implementation of FFP in 41 high-and middle-income countries. Countries with FFP enable parents to balance work and family life in their children's early years. Hence, they can give children a better start in life, and parents can better reconcile work and family life.

Other studies have shown that FFP also reduces work-family conflict [12–17]. [17] stated that FFP could reduce work-family conflict because of promotes working parents

to be mindful both in the workplace and at home. [17] stated that FFP would help workers get more flexible working hours. Therefore, it will reduce symptoms of depression or anxiety and parenting stress. FFP is also proven to make parents have better work performance and good family quality because they are mindful as workers and parents. [13] studied FFP among bankers in Ghana. They found that the formulation of FFP, such as childcare services, were strategies the bank used to minimize work-family conflict. They also found that a work-family conflict and job performance have a significant negative correlation. It means that high levels of work-family conflict in employees lead to lower job performance.

FFP is a profitable investment in the workplace. So, FFP should not be troublesome for business owners and corporate executive members. Well-planned and implemented FFP represent a win-win-win situation: good for business, suitable for parents and children, as well as good for communities and society. [18] reported six benefits of implementing FFP at the business company; 1. Mitigate compliance risks and strengthen regulatory compliance; 2. Improve worker retention, especially women; 3. Improve worker's well-being, productivity, and performance; 4. Increase job satisfaction and loyalty, reduce employee turnover and absenteeism; 5. Promote corporate culture, reputation, public image, and brand value; 6. Boost profitability.

This study aims to examine whether FFP has appropriately worked in organizations in Indonesia. However, Indonesia has many sub-regions with 34 provinces with different characteristics. So, this study only focuses on one province, namely Riau Islands (Kepulauan Riau/Kepri). Since this study focus on a province, the implications of this research will be more targeted because it has been adapted to regional characteristics and problems. Riau Islands also has increased the number of female workers over the years. 2019 to 2021, respectively, increased from 45.35, 48.93, and 51.92% [19]. Riau Islands are neighbors of Malaysia and Singapore. Thus, many foreign companies operating in this province, especially companies from the manufacturing and tourism industries. Therefore, this study also explores how foreign owner companies deal with local parent workers regarding FFP implementation in the workplace.

## 2 Research Methods

This study used an explanatory sequential mixed-method design [20]. This method went through a two-phase data collection project where researchers collected quantitative data in the first phase, analyzed the results, and then used the results to plan (or build) the qualitative phase. The data was gathered using non-proportionate random sampling through surveys and non-participatory observations in the first phase. This study classifies the organization to be studied into ten categories: 1. Government Organizations; 2. Banking and Finance; 3. Industry of Shipping, Assembly, Processing, Mining; 4. Tourism and Hospitality; 5. Transportation, Warehousing, and Communication; 6. Real Estate, Rental Business, Building construction, Architecture, Interior Design; 7. Health Services; 8. Education Services. 9. Creative Industry (food, drink, film, animation, game developer, art). 10. Wholesale and Retail Trade; Repair of Cars, Motorcycles, and Personal and Household Goods. Five samples were taken from each category, so the total sample was 50.

In the first phase, the questionnaire was developed using the checklist method and was distributed to Human Resource Department (HRD) personnel or staff who have been working for more than two years. However, some questionnaires were not filled by respondents but by researchers themselves while interviewing informants. All filled-out questionnaires were re-checked through non-participatory observation to ensure the checkmarks given were valid. For example, some informants said they were providing a breastfeeding room, but the information was not valid when the researchers observed their workplace. The questionnaire shows questions formed by the four FFP dimensions used in this study: 1. Maternity protection and paid parental leave; 2. Nutritional and breastfeeding support; 3. Accessible, quality childcare, and flexible work arrangements; 4. Social protection and income. Moreover, we also added some questions out of the dimension but still related to the FFP. For details, see Tables 1 and 2.

The results of the questionnaire data will be tabulated and analyzed descriptively. The checked attribute is transformed into 1 point, whereas the unchecked will receive 0 points. The total points of each organization will be categorized into three-level: low, medium, and high. A low level means that organizations poorly implement FFP in their workplace, whereas a high level means they had implemented FFP properly. Hence, the data will be visualized using table and diagram charts.

In the second phase, documentation analysis and interviews were conducted to provide more explanation of the quantitative results. Only particular informants were selected purposively in this phase depending on the quantitative results. Those interviewed are likely HRD members from the organization with the highest FFP scores. They will be asked about their reasons for implementing FFP in the workplace and what benefits they get from it. Then, HRD in organizations with low scores will be asked about their challenges in implementing FFP. All the data was organized and processed using Microsoft Excel and the NVIVO12 application.

**Table 1.** Dimension and attributes

FFP Dimensions	Attributes	
Maternity protection and paid parental leave	1	Maternity paid leave
	2	Paternity paid leave
Breastfeeding support	3	Breastfeeding/lactation room
Accessible, quality childcare, and flexible work arrangements	4	Flexibility working time
	5	Children playing corners
	6	Childcare around the office (appx within 2 km)
Social protection and income	7	Family allowance
	8	Family Health Protection
Others	9	Family gathering
	10	FFP during Covid-19 pandemic

Source: The data is processed by the author using Microsoft Excel

**Table 2.** Attributes description

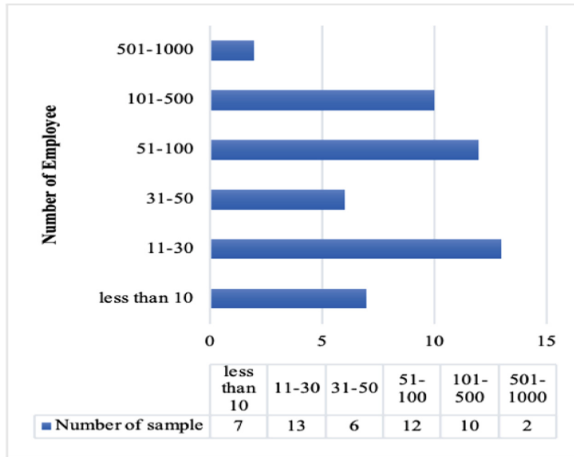
Attributes checklist	Description
1. Maternity paid leave	Maternity leave with a minimum pays of three months. Payroll deduction and or not being paid is considered not to meet the FFP check listed.
2. Paternity paid leave	Paternity paid leave (for father) with a minimum pays of one week. If there is a payroll deduction or not being paid, it is considered not to be check listed
3. Breastfeeding/lactation room	The organization provides a particular room to provide comfortable space for working mothers who are breastfeeding or breast pumping
4. Flexibility working time	Non-rigid working time, work results-oriented, not on duration. Workers are also allowed to leave work if there is a family matter, such as when the child is sick, picks up, and takes children to school.
5. Children's playing corners	The workplace provides a children's play corner, and workers are allowed to bring their children and play in the workplace
6. Childcare around the office (appx within 2 km)	There is a daycare provided by the organization, or at least, available daycare within approximately 2 km from the workplace.
7. Family allowance	Allowances are given to the family (wife and children)
8. Family Health Protection	Programs that support and protect health for families
9. Family gathering	Gathering with family members of workers
10. FFP during covid	FFP policies imposed during the covid-19 pandemic

Source: The data is processed by the author using Microsoft Excel

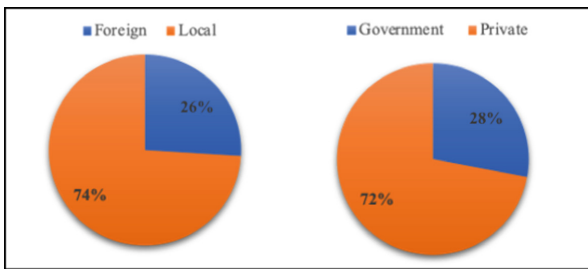
### 3 Result and Discussion

#### 3.1 Result

Data collection is done through direct visits, but some are done online through zoom meetings. We collect various forms of data, such as images, audio, and questionnaires. From the data collected, 48% of organizations have employees below 50, and 52% are above 50. For details, see Fig. 1. Organizations that ownership status is "local" consist of 74%, and foreigners own 26%. Then, there are 72% profit-oriented organizations, while 28% are non-profit-oriented or government organizations. It is shown in Fig. 2.



**Fig. 1.** Employee’s number of samples. Source: The data is processed by the author using Microsoft Excel



**Fig. 2.** Percentage of samples by its ownership. Source: The data is processed by the author using Microsoft Excel

Organizations’ names use a pseudonym to protect their privacy. Table 4 provides the category of organization and its code name. Government Organizations (category 1), namely 1A, 1B, 1C, 1D, and 1E. Banking and Finance (category 2), namely 2A, 2B, 2C, 2D, and 2E. Industry of Shipping, Assembly, Processing, Mining (category 3), namely 3A, 3B, 3C, 3D, and 3E. Tourism and Hospitality (category 4), namely 4A, 4B, 4C, 4D, and 4E. Transportation, Warehousing, and Communication (category 5), namely 5A, 5B, 5C, 5D, and 5E. Real Estate, Rental Business, Building construction, Architecture, Interior Design (category 6), namely 6A, 6B, 6C, 6D, and 6E. Health Services (category 7), namely 7A, 7B, 7C, 7D, and 7E. Education Services (category 8), namely 8A, 8B, 8C, 8D, and 8E. Creative Industry (category 9), namely 9A, 9B, 9C, 9D, and 9E. Wholesale and Retail Trade; Repair of Cars, Motorcycles, and Personal and Household Goods (category 10), namely 10A, 10B, 10C, 10D, and 10E.

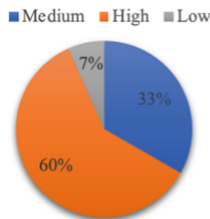
After all the data was collected, then it was tabulated in excel. Every organization has checked whether they are implementing each attribute of dimension. The detail of attributes had mentioned before in Tables 1 and 2. The checked or ticked attribute will

be transformed into 1, while the was not is 0. For Example, see Table 3, organization 1A has implemented attributes 1, 4, 7, 8, and 10, whereas 2, 3, 5, 6 and 9 have not been implemented. Therefore, organization 1A gets five total scores. If they have implemented all attributes, they will get a perfect score 10, such as an organization 1C did. Moreover, the score will be categorized into high, medium, and low. Categorization is determined by calculating the normal distribution. Less than four is low, 5 to 7 is medium, and 8 to 10 is high. To see the score of each organization, can see Table 3.

Since seeing the category for each organization does not make sense, we categorized FFP implementation based on the category type of organization. See Table 4 for see FFP category of each organization's type. Each category's total score comes from a summation of each sample per category. Ranging from 0 to 50 is divided into high, medium, and low. By normal distribution calculation, the total score was less than 20 categorized as low, 21 to 30 categorized as a medium, and 31 to 50 categorized as high.

The result shows that organization's category with the lowest score is Wholesale and Retail Trade; Repair of Cars, Motorcycles, and Personal and Household Goods with 15 total scores. Then, next lowest followed by Creative Industry (food, drink, film, animation, game developer, art) with 17 total scores. The low category means that organizations were poorly implementing of FFP. The organization can be said to be a workplace that was not friendly to parent workers. The highest total score is 40, which comes from the government organization and education service category. Moreover, Banking and Finance, Tourism and Hospitality, and Health services are categorized as high. The organization with a high category means that they well implemented FFP and a friendly workplace for parent workers. Organizations in the medium category mean that they are not too bad; they are good enough but need improvement to become a better workplace for parent workers.

We also categorize scores based on ownership (local and foreign). See details in Figs. 5 and 6. However, these both figures are not too much different. Each category (high, medium, low) has almost the same portion, and no part is too dominant. Nevertheless, Figs. 3 and 4 show a slightly striking difference between government and private organizations. We can highlight that many government organizations categorized high FFP (60%), and only 7% are low. Meanwhile, private or profit-oriented organizations have a relatively large portion of low FFP (54%). It simply said that organizations owned by the government are more generous than private organizations.



**Fig. 3.** Percentage of government organizations by category of FFP

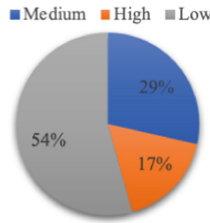


Fig. 4. Percentage of private organizations by category of FFP implementation

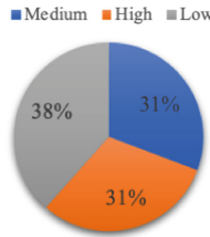


Fig. 5. Percentage of local ownership organizations by category of FFP implementation

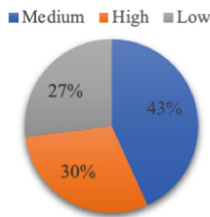


Fig. 6. Percentage of local organizations by category of FFP implementation

Figure 7 describes the percentage of organizations categorized as low based on the number of employees. It turns out that the most contributing organizations are those with less than 30 employees. An organization with few employees thinks that FFP is not suitable for them. However, theoretically, FFP is also suitable for small-scale organizations, and further discussion will be explained in the discussion section. Furthermore, the explanation of the results of the data is divided based on the dimensions of the FFP.

### 3.1.1 Maternity Protection and Paid Parental Leave

We have two attributes on this dimension: Paid maternity leave and paid parental leave. If we see Table 1, paid maternity leave (attribute 1) has a high score, 43 out of 50 total scores. Nevertheless, in contrast with paid parental leave (attribute 2) with 23 out of 50 total scores. Therefore, it can be concluded, that while many organizations recognize the importance of maternity leave, they are unaware of the importance of providing paid leave to working fathers.



**Table 3.** Tabulation of samples

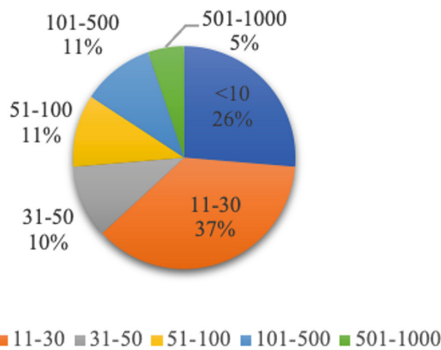
Code	Attributes										Total
	1	2	3	4	5	6	7	8	9	10	
1A	1	0	0	1	0	0	1	1	0	1	5
1B	1	1	1	1	0	0	1	1	1	1	8
1C	1	1	1	1	1	1	1	1	1	1	10
1D	1	1	1	1	0	0	1	1	1	1	8
1E	1	1	1	1	1	0	1	1	1	1	9
2A	1	1	0	1	0	0	1	1	1	1	7
2B	1	1	1	1	0	1	1	1	1	1	9
2C	1	0	1	1	0	0	0	0	0	1	4
2D	1	0	0	1	0	0	1	1	1	1	6
2E	1	1	1	1	0	0	1	1	1	1	8
3A	1	0	0	1	0	1	1	1	0	1	6
3B	1	0	0	1	0	0	0	0	1	1	4
3C	1	1	1	1	0	0	1	1	1	1	8
3D	1	0	0	1	0	0	0	0	0	0	2
3E	1	1	1	1	0	0	1	1	1	1	8
4A	1	1	1	1	1	1	0	0	1	1	8
4B	1	0	0	1	0	1	1	1	1	1	7
4C	1	1	0	1	1	0	0	0	1	1	6
4D	1	0	0	1	0	1	1	1	0	1	6
4E	1	0	0	1	0	0	0	0	1	1	4
5A	0	0	0	1	0	1	0	0	0	1	3
5B	1	0	1	0	0	0	1	1	1	1	6
5C	1	1	1	1	0	1	0	0	0	1	6
5D	1	0	0	1	0	1	0	0	0	1	4
5E	1	0	0	1	0	0	0	0	0	1	3
6A	1	0	1	1	0	1	1	1	0	1	7
6B	0	0	0	1	0	1	0	0	1	1	4
6C	1	0	0	1	0	0	0	0	1	1	4
6D	1	0	1	1	0	0	1	1	1	1	7
6E	0	0	0	1	0	1	0	0	1	1	4

*(continued)*

**Table 3.** (continued)

Code	Attributes										Total
	1	2	3	4	5	6	7	8	9	10	
7A	1	0	1	1	0	0	0	0	0	0	3
7B	1	1	0	1	0	1	0	0	1	0	5
7C	1	1	1	1	1	1	1	1	0	1	9
7D	1	0	1	1	1	1	1	1	1	1	9
7E	1	1	1	1	1	0	1	1	0	1	8
8A	1	1	0	1	1	1	1	1	1	1	9
8B	1	0	1	1	1	1	0	0	1	1	7
8C	1	1	0	1	1	1	1	1	1	1	9
8D	1	1	0	1	0	0	1	1	1	1	7
8E	1	1	0	1	1	0	1	1	1	1	8
9A	1	1	0	1	0	0	0	0	1	1	5
9B	0	0	0	1	0	0	0	0	0	1	2
9C	1	1	0	1	0	0	0	0	0	1	4
9D	1	0	0	1	0	0	0	0	1	1	4
9E	0	0	0	1	0	0	0	0	0	1	2
10A	1	1	0	1	0	1	0	0	0	0	4
10B	1	1	0	1	0	0	0	0	1	0	4
10C	0	0	0	1	0	0	0	0	0	1	2
10D	1	0	0	1	0	0	0	0	0	1	3
10E	0	0	0	1	0	0	0	0	0	1	2
Total	43	23	19	49	11	19	24	24	30	45	287

Source: The data is processed by the author using Microsoft Excel



**Fig. 7.** Percentage of Organization with Low Category compared with their number of employees

**Table 4.** Tabulation by organization's Category

Organization's Category	Code	Total	Total of each organization's categories
Government Organizations	1A	5	40 (High)
	1B	8	
	1C	10	
	1D	8	
	1E	9	
Banking and Finance	2A	7	34 (High)
	2B	9	
	2C	4	
	2D	6	
	2E	8	
Industry of Shipping, Assembly, Processing, Mining	3A	6	28 (Medium)
	3B	4	
	3C	8	
	3D	2	
	3E	8	
Tourism and Hospitality	4A	8	31 (High)
	4B	7	
	4C	6	
	4D	6	
	4E	4	
Transportation, Warehousing, and Communication	5A	3	22 (Medium)
	5B	6	
	5C	6	
	5D	4	
	5E	3	
Real Estate, Rental Business, Building construction, Architect, Interior Design	6A	7	26 (Medium)
	6B	4	
	6C	4	
	6D	7	
	6E	4	

*(continued)*

**Table 4.** (continued)

Organization's Category	Code	Total	Total of each organization's categories
Health Services	7A	3	34 (High)
	7B	5	
	7C	9	
	7D	9	
	7E	8	
Education Services	8A	9	40 (High)
	8B	7	
	8C	9	
	8D	7	
	8E	8	
Creative Industry (food, drink, film, animation, game developer, art, etc.)	9A	5	17 (Low)
	9B	2	
	9C	4	
	9D	4	
	9E	2	
Wholesale and Retail Trade; Repair of Cars, Motorcycles, and Personal and Household Goods	10A	4	15 (Low)
	10B	4	
	10C	2	
	10D	3	
	10E	2	
		287	

Source: The data is processed by the author using Microsoft Excel

The results of qualitative data inform that organizations that did not implement a paid parental leave system because they have many unmarried male workers. This statement came from an HRD personnel of a building construction company. The informant said that "...we allow those who need it, they can apply for a permission, and we will allow them..." Then we asked how much time was allowed, and the informant said that "no more than one week." It means that the company will enable a father to leave work without salary deduction, even though a paid parental leave is not mentioned in company regulation. Some HRD personnel also said that they did not know that paternity leave existed. When asked about paid leave for the father, an informant was surprised and said, "...hmm... Paid paternity leave? Is there really?...".

### 3.1.2 Nutritional and Breastfeeding Support

This dimension only has one attribute, breastfeeding room or lactation room. Its score (19 out of 50) shows that many organizations did not realize the importance of providing room for breastfeeding or breast-pumping. The observations show that even though their organization does not have a particular room for breast-pumping, their co-workers are willing to vacate their workspace during break time to pump safely and comfortably. Some organizations reported creating a “simple corner” for breast-pumping if a female worker needs it.

Several HRD personnel stated that their employees do not require the lactation room at this time. Even though there was no lactation room, an informant stated that they were quite friendly to breastfeeding workers. They work flexible hours and can go home whenever they need to. An informant from a government organization said, “...there was once breastfeeding mother in our office, when breastfeeding time, she went home, because her house are close to our office...”.

### 3.1.3 Accessible, Quality Childcare, and Flexible Work Arrangements

In this dimension, there are three attributes: flexible working hours (attribute 4), providing a children’s play corner (attribute 5), and providing affordable and quality day-care (attribute 6). Of the three attributes, only flexible working time has a high score (49 out of 50), while the other attributes have a pretty poor score. Attributes 5 and 6 have 11 and 19 out of 50 scores, respectively.

Most organizations are not rigid about working hours. “Sometimes there are employees who are often late to take their children to school, but as long as their performance still ok, it’s not a big deal,” said an informant. We also asked an informant from a health organization, and she is a nurse. She said, “...our job is difficult to have flexible time, yes indeed, but we have generous co-worker, they can replace us temporarily, and one day We will also repay their kindness when they need it.”

There are still many organizations that have not provided children’s play corners. An informant said, “...we don’t have a children’s play corner, but we do not prohibit them from coming and playing here.” Regarding affordable childcare/day-care, an informant said, “...to take care of children is the responsibility of each parent, so the company does not need to provide it...”. “Usually working parents already have a third person to help look after their children, like me, my child is taken care of by my mother-in-law.”

Therefore, it may be concluded that the low level of these two attributes is because the organization has not adequately understood the positive impact of these two attributes. Especially for small organizations with a few married employees, they thought that implementing these two attributes was not essential. We also see the conditions in our region, or the culture in the Riau Island, taking care of children is not a big deal. Society often entrusts their children to their parents, in-laws, relatives, or other people who provide day-care services (formally or non-formally). The price is certainly affordable, but whether it is followed by good quality, we have not got enough data to explain it.

### 3.1.4 Social Protection and Income

In this dimension, there are two attributes, namely family allowance (attribute 7) and family health protection (attribute 8). These attributes have the same score, which is 24 out of 50. Most organizations that do not apply these two attributes have less than 50 employees.

An informant said, “...yes, indeed we do not have a family allowance, but our organization has many other benefits, but it is for employees itself, not for their families”. “...we also do not know the reason why there is no family allowance, because that is the authority of our company owner.” Regarding this dimension, many HRD personnel state that it depends on the executive management and company owners. Then, most informants are a bit reluctant to discuss this further. In this case, government organizations are more generous because all organizations have implemented this dimension. However, this dimension is applied to those with “Civil Servant” status because they are regulated and protected by state law. Unfortunately, those with the status of “regional honorary employees” and “non-permanent employees” do not have a family allowance and family health insurance, even though they are working at a government organization. So, there is a gap between a civil servant and a non-civil servant regarding this matter.

## 3.2 Discussion

Most organizations on Riau Island had practiced family-friendly work arrangements. Most organization has flexi-time work. Employees can leave their work or go home earlier regarding a family matter. The high tolerance culture also influences the high implementation of flexi-time work on Riau Island. Society has a value that their co-workers are also their family. This flexi-time eventually overcomes attributes that have not yet been implemented. For example, in the attribute of the breastfeeding room, even though their office does not provide it, they can go home during break or leave or back earlier.

The geographical conditions in Riau Island are very favorable for working mothers because the distance from one place to another is not too far. Nevertheless, unfortunately, this flexi-time work makes organizations unaware that having a lactation room, or having a nearby day-care, is not a crucial issue.

Availability of breastfeeding room or lactation room at workplaces in Riau Island were still lacking. Supporting breastfeeding in the workplace has significant human and economic benefits [21]. Providing lactation room in workplaces has some benefits for business: 1. Improving the corporate image of businesses, showing that they care about working women and their families; 2. Reducing the number of leave requests made to attend doctors' appointments for both mother and child and the amount of sick leave; 3. Reducing maternity-related absenteeism can translate into 30–70% fewer absences; 4. Increasing the retention of female workers, as they feel more supported by the company; 5. Reducing employee turnover rates and saving the company money by eliminating hiring and training new staff [21].

Universal access to child care is essential for working parents, especially mothers, as it facilitates their return to work after maternity leave and contributes to lower poverty rates for women [7]. World Bank reported that more than 40% of all children under

primary school age – nearly 350 million – do not have access to childcare. In addition, it is estimated that 250 million children under five years are at risk of not reaching their developmental potential [21]. This has brought the need for gender-transformative family-friendly policies into sharp focus. So, providing good quality and affordable childcare are vital in reducing gender imbalances in the household and promoting shared parenting and greater co-responsibility between female and male caregivers for their families' well-being.

Moreover, that providing accessible and affordable childcare for worker have mutual benefits for organizations [7]:

1. **Better recruitment**, improved applicants' quality, and speed of filling vacancies.
2. **Better retention**, a substantial reduction in employee turnover, and reduced recruitment costs.
3. **Increase productivity**, reduce absenteeism, increase focus, motivation, and workers' commitment to the company.
4. **Support for women**, increased gender diversity, and advancement in management.
5. **Reputation enhancement**, regarded as "company of choice" and "supplier of choice" by buyers.
6. **International standard compliance**, improved brand visibility through alignment with international guidelines and sustainability goals.

Paid parental leave provides working parents with time off from work around the birth or adoption of a child, with payment in whole or in part of their regular earnings. This gives parents time to care for and bond with their baby, establish routines for feeding and care and attend to their medical needs, while also giving postpartum mothers time to recover physically. This study shows that some organizations did not apply for paid parental leave in their organization. In fact, the Indonesian government has granted every husband/father the right to remain at home throughout his wife's labor. It is stated in the Manpower Act No. 13 of 2003. In article 93 paragraph 4 letter e, the Manpower Law states that "Wages paid to workers/laborers who do not come to work because their wife gives birth or miscarriage are paid for two days." This means that every male employee is entitled to paternity leave for two days without salary deduction.

In the world, some countries even set the duration of maternity leave for fathers/husbands that are pretty long, such as Norway (16 weeks), Sweden (10 weeks), and Finland (7 weeks) [21]. This means that countries with a high happiness index apply a longer paid maternity leave system. An adequate period of paid parental leave can ensure that both mother and father have sufficient time to care for and bond with their young children. Several studies have shown the effect of longer paid leave periods on better child health and lower poverty rates [1, 7]. Several studies [11, 22, 23] have also shown that applying paid parental leave at the workplace have a better impact on performance, productivity, and low turnover.

Social protection, such as; family allowances and family health protection, ensure that every child can survive and thrive by addressing the root causes of poverty and inequality [7]. However, low wages, long and unpredictable working hours, and lack of access to social protection, employment, and other collective agreements can hinder work-life

balance and prevent workers from taking action to address workplace problems. Working parents, especially the most vulnerable, often choose between financially supporting their families or caring for their children. This matter must be considered by the regional government of the Riau Islands. There is still a gap between regional honorary employees and civil servants regarding social protection facilities, even though there is not much difference between “Honorary Employees” and “Civil servants” in terms of duty and duration. Most of private organizations in Riau Islands have low friendly in social protection matters. However, applying social protection for their worker also impact better performance, better recruitment and retention, and increases worker’s productivity and well-being [7].

#### 4 Conclusion, Implication and Significance

Finally, this study describes the conditions whereby FFP is used on Riau Island. Overall, the implementation of FFP has been outstanding in terms of providing paid maternity leave and flexible work arrangements. Whereas paid parental leave, family allowances, and family health protection are “adequately implemented,” they need particular attention to improve their performance. At the same time, the breastfeeding room, children’s play corner, and accessible and quality childcare attributes require an implementation of particular policy to improve their poor condition.

We recommend the Riau Islands government consider the following implications: First, The government establishes regional policies regarding extending the period that is recommended by UNICEF, which is 12 to 14 weeks. Second, The government makes sure that more and better childcare is available in each sub-sub district (kelurahan) or sub-district (kecamatan). Third, conducting seminars, workshops, or training regarding the implementation of FFP in the workplace for human resource development personnel from various organizations. Fourth, issued an official letter to companies urging them to adopt FFP in their workplaces.

We consider several implications that should be implemented in the business or organization. Organizations, either alone or in collaborating with other stakeholders, play a critical role in fostering a family-friendly workplace. Family-friendly policies to accommodate the requirements of children, parents, and other caregivers, include the following features:

1. Paid parental leave, for both working mothers and fathers to care for their children.
2. Flexi-time work, which allows employees to work when and where they want, such as adjusting work hours, shortening the work week, or working from home.
3. Pregnant women’s protections, including job stability, and breastfeeding support, including paid breaks and proper facilities for breastfeeding at work.
4. A daycare that is accessible, affordable, and high-quality, including making sure that the children of workers get good care and that they grow up well.
5. Child benefits, which comprise monthly cash payments as part of a government-sponsored system of social protection and social services, and which may be financed via public-private partnerships between the government, local business organizations, and communities.



The various options available to businesses for establishing or strengthening family-friendly policies in the workplace. [18] highlights five critical processes in the development cycle, from conception through implementation and monitoring:

1. Assess the needs. Conduct a needs assessment for family-friendly policies, gathering information and comments from management and the workforce. Analyse the data obtained during the evaluation to get a better understanding of the overall situation and to evaluate if and how to implement family-friendly policies.
2. Map the policy landscape. Analyse current rules, such as the company's code of conduct, and map the potential helpful for measuring children and their families. Utilize the findings to determine which obstacles may be eliminated or changed, as well as what steps can be taken to close gaps and make policies more family-friendly.
3. Establish and communicate the organization's commitment. Create a formal commitment that specifies the company's engagement to family-friendly practices and briefly states the company's vision, goals, and high-level management support.
4. Implement policies. Create a design for developing and implementing family-friendly policies and programs, such as a governance structure, a workplan, company-wide awareness, and feedback mechanisms.
5. Monitor, evaluate and sustain FFP programs. Monitoring and evaluating all family-friendly policies and programs in order to make sustainable changes and get the most out of them.

We also consider whether FFP can be implemented in small and medium businesses. Many small and medium-sized businesses believed that implementing FFP would add to their financial burden and pose challenges to their business operations. Actually, FFP can be adopted in many forms and is adjustable to the size of a business. Affordable options suitable for small and medium-sized businesses include:

1. Flexible or part-time hours
2. Job sharing
3. Allowing off-site work
4. Family-oriented events
5. College scholarships or loans for employees' children
6. Covering family matters as part of an employee assistance program.

Businesses must know that FFP can minimize turnover and boost employee retention by providing family-friendly arrangements, avoiding replacement expenses that can reach up to 20% of a 'lost' worker's salary and so enhancing corporate profitability [18].

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