

CONCLUSIONS

This international study of the balance between the professional and private lives of managers is the first carried out worldwide via the Internet on the matter. The size of the sample, more than 2,200 surveys, and the peculiarity of collecting the managers' points of view both as employees and as managers – through the Human Resource managers – makes it possible to give a fairly precise definition of the current situation of managers in the companies and the response that the companies are offering.

From among the results extracted from the interviews, the following stand out:

Rather more than half of Human Resource managers are women.

The stress levels of Human Resource managers is greater than that of managers and executives in other functional areas.

The youngest managers, those under 35, show the highest stress levels

The highest stress levels are found among general managers (CEOs) followed by technical posts.

More than 50% of managers think that the level of stress in their work grows year by year and that this is not due to exceptional circumstances but is a response to the normal working situation.

45% think that the stress level in their work is harmful to their health. Among women this percentage rises to 54%.

64% of managers would be willing to give up pay in order to have more free time. This percentage rises to 70% among women and among people over 45 years.

General directors show the greatest levels of satisfaction with their work (88% say they are very or fairly satisfied) in contrast with the technical jobs, where only 54% show satisfaction.

More than 80% of managers have felt "burn-out" at work during the last year. This percentage varies with age. Among the youngest, those under 35, it rises to 90%, between 35 and 45 years it is 85% and among those over 45 it falls to 75%.

55% of women feel constantly overloaded with work (always or almost always).

40% of general directors always or almost always take work home, and 34% of them usually work at weekends.

Managers work an average of 50 hours a week. 34% state that they work more than 50 hours a week, and 7% more than 60 hours.

General directors work most hours per week, on average.

90% of managers think that a good balance between personal and professional life improves work-performance. From the company's point of view, the Human Resource managers are even more convinced of that, with up to 95% being totally or partially in agreement with this statement and thinking that helping employees to achieve this balance benefits both the company and the employee. However, more than 90% of managers state that they find difficulty in balancing the professional and family lives.

HR managers think that it is possible to offer flexibility at work without losing efficiency (95%). However, the flexibility measures offered by companies are mostly the minority except for the possibility of part-time work and flexible holidays.

Spanish companies are among the type of company that offers the least work flexibility.