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Abstract

ABSTRACT Purpose- This study aims to investigate the effects of family friendly policies on organizational attachment and corporate reputation perception of employees. Methodology- For the purpose of the research, the data which were collected from 147 white collar worker from the one of the biggest company which operates in building industry by the survey method were analyzed by using partial least squares–structural equation modeling method. While conducting analysis, Smart PLS program was used by applying bootstrapping technique (5000 resample) to determine the significance levels of the proposed hypotheses

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Family Friendly Policies and Its Effect on Organizational Attachment and Corporate Reputation: A Research on White Collar Employees

Pelin Kanten[1], Serdar Özcan[2], Merve Gözde Durmaz[3], Benan Arda[4]

ABSTRACT

Purpose- This study aims to investigate the effects of family friendly policies on organizational attachment and corporate reputation perception of employees.

Methodology- For the purpose of the research, the data which were collected from 147 white collar worker from the one of the biggest company which operates in building industry by the survey method were analyzed by using partial least squares–structural equation modeling method. While conducting analysis, Smart PLS program was used by applying bootstrapping technique (5000 resample) to determine the significance levels of the proposed hypotheses and also Anderson and Gerbing (1988) two-step approach has been used.

Findings- The research results indicate that flexible working conditions and leave arrangements&support dimensions have a positive and significant effect on organizational attachment levels of white collar employees. In addition, flexible working conditions and leave arrangements&support dimensions have a positive and significant effect on emotional attractiveness levels of white collar employees. However, leave arrangements&support dimension of family friendly policies has a positive and significant effect on social responsibility and work environment perception of white collar employees.

Conclusion- This study reveals that incase of the organizations provide supportive conditions which facilitate employees to balance work and family life, they may perceived that their organizations valued to themselves and believed that the organization is a good place for work. In other words, the study demonstrate that family friendly policies result in positive feelings such as commitment and attachment and also it is expected that favorable working conditions lead employees perceived that their organizations has a good reputation.

Originality/Value- This study has an originality that due to test of the relationships between family friendly policies, organizational attachment and corporate reputation. In addition, this study add value to determine the organizational antecedent of organizational attachment and corporate reputation.

Keywords: Family friendly policies, organizational attachment, corporate reputation

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1. Introduction

Due to the economic, social and technological changes such as deregulation of the labor market, increasing competition, necessity of innovation have resulted working environment operates at 24 hours a day, 365 days a year and also required working employees with nonstandard work schedules like evenings, nights, weekends or national holidays (Hwang, 2019: 659). Based on these changings, today it is needed families are take part in working life more than before. In other words, it is seen a growing body of dual-wage couples and employees who are faced with increasing work demands and family responsibilities (Javed, 2019: 44). Therefore, in response to these demands, it is seen that organizations trying to implement policies which are called family-friendly policies (Hill et al., 2001: 49). Family-friendly policies aims to buffer the conflicts between family needs and working area responsibilities of the employees. More generally, family friendly policies include issues such as flexible working conditions, leave entitlement and subsidiary components like childcare or eldercare in which may lead to influence organizational outcomes (Su and Bozeman, 2016: 992).

Family friendly policies considered as a crucial mechanism on employees attitudes and behaviors such as absenteeism, stress, turnover, work alienation, commitment, job satisfaction, and productivity, it is seen previous researches has drawn attention the role of these policies. However, it is possible to express that there are several reasons why organizations required to maintain family-friendly programs in contemporary working life (Kanten, 2013: 42). For example, it is expected that family friendly policies may lead to maintain favorable working conditions from the employees perspective in which cause positive attitudes, feelings and perception towards to their organizations. Therefore, based on the constructive effects of family friendly policies, it is needed to explore consequences and benefits both from the employees and organizational perspectives. Accordingly, this study aims to investigate some of the consequences which are called organizational attachment and corporate reputation perception. In literature, there are some studies which examined the consequences of family friendly policies, but there is no research yet examining the relationships among family friendly policies, organizational attachment and corporate reputation together, so this study attempts to add contribution to the literature.

2. Literature Review and Hypotheses Development

In recent years, there is seen a widely shared “work-family dichotomy which based on rigid and demanding work responsibilities that give no allowance meeting family demands.

However, it is obvious that workforce has changed dramatically such as increasing of women workers and raising nontraditional employees like disabled, elder, part-time status and multi-child families or etc. who face with several difficulties to balance their family and organization's needs simultaneously (Saltzstein et al., 2001: 452). Therefore, these changes forced organizations to design policies defined as family friendly programs which faciliate their employees both carry out work and family life responsibilities together. By satisfying the needs of both family members and working units objectives, it is expected organizational productivity may increased (Moon and Roh, 2010: 117-118). In this context, it is possible to express that family friendly policies are aims to faciliate employees' work and family life roles which is adopted by the employers due to the its economic benefits such as productivity and low levels of turnover (Hwang, 2019: 661).

Family friendly programmes have been classified based on different views. For example Poelmans et al., (2003); Daves (2004) and Mulvaney (2011) examined these policies into four distinct categories like childcare programmes, flexible working conditions, leaving arrangements and supportive conditions. However some researchers Schwartz (1994), Remery et al, (2003), Haslet et al., (2008) and Kanten (2013) have reviewed family friendly policies into three dimension such as flexible working conditions, leave arrangements and dependent care benefits. Flexible working conditions refers to the policies which allow employees to balance work and family life such as reduced working hours, compressed working weeks and focus on work sharing, rotation or gives them opportunites like home office and part-time (Jayasekaran et al., 2019: 4). Leave arrangements include policies that employees leave their work during pregnancy, illness, maternity, breast-feeding and seriously sick and disabled childs or elders (Poelmans et al., 2003: 133). Dependent care benefits called as policies which give employees social support includes child care and elder care resources and referral, on-site or near-site child care, vouchers for child care, child care centers, long-term insurance and health promotion (Mulvaney, 2011: 60). Therefore, it can be said that all these dimensions of family friendly policies considered as crucial strategies that accommodate employees' needs for work-life balance and enable them to manage their work and family life effectively (Belwal and Belwal, 2014: 98).

In literature, it is seen researches indicated that family friendly policies bring some positive consequences such as organizational commitment, decreasing of turnover intention, absenteeism and providing work-life balance etc. (Kanten, 2013: 42). However, there is

evidence that retention of qualified employees is related to the benefits of family friendly policies. In case of establishing these policies, it is expected that some positive outcomes like good image, attraction and retention of the favorable employees and satisfying their needs easily (Daves, 2004: 15). In addition, while implementing family friendly policies, it is possible to attract to the job applicants and provide to lower levels of work family conflict. For example Casper and Buffardi (2004) asserted that the availability of family friendly policies faciliate organizations to employ more attractive job applicants (Breaugh and Frye, 2008: 345). Grover and Crooker (2006); Mulvaney (2011); Bae and Young (2017) indicated that family friendly policies lead to greater level of organizational commitment. Besides, Thompson et al. (1999); Bourhis and Mekkaoui (2010); Wu et al. (2011) emphasized that family friendly programs have a main effect on organizational attachment.

Organizational attachment has been defined as a psychological state that shows the identification of the employees to their organization. Researchers indicated that organizational attachment refers to the employees affective commitment and identify themselves with the organization by demonstrating loyalty and belonging. Therefore, it can be inferred that affective commitment as a significant component of organizational attachment (Wu et al., 2011: 84). According to this component, organizational attachment related to the strong belief and acceptance of the organization goals and values, have willingness to make an effort on behalf of the organization and have a strong desire to establish a membership of the work unit. In other words, based on the positive side of the organizational attachment, it is expected desired outcomes such as intention to work hard and remain in the organization. Besides, it is asserted that organizational attachment lead to emerge some work related attitudes and behaviors such as job satisfaction, job motivation, job performance, turnover intentions, or absenteeism (Riketta and Dick, 2005: 491-492).

Due to the its crucial importance on work related outcomes, researchers have focused largely antecedents of organizational attachment. For example, it is seen human resource practices and work values considered as a significant predictors of organizational attachment. Because it is expected that work values may faciliate employees attachment to their organization if there is a coherence with the individuals beliefs and organizational goals. In other words, in case of the organization provide good conditions and employees felt that valued, they will think that their organization’s are attractive and comfortable (Pelled and Hill, 1997: 496). Moreover, favourable and family supportive organizational conditions like dependent

care responsibilities and promote the flexibility of working programmes may lead employees to possess a positive affective responses such as commitment and attachment (Wu et al., 2011: 84-85). Therefore, it can inffered that some work family benefits which are called as family friendly policies may influence organizational attachment as to the signaling that organization's cared about employees well-being (Casper and Harris, 2008: 96). Thus, it is possible to express that family friendly policies dimensions can be positively related to the organizational attachment levels of employees, so the following hypotheses are proposed:

H_1: Flexible working conditions influence employees' organizational attachment levels positively.

H_2: Leave arrangements& support influence employees' organizational attachment levels positively.

Based on these positive outputs of the family friendly policies, organizations need to focus on how to create family friendly working environment for their employees (Kanten, 2013: 44). Researchers indicated that organization who try to implement family friendly policies, they may distribute resources equally and supportive of the employees needs so it is expected positive attitudes and behavior from them. In addition, these conditions may create positive perception towards to the organization (Bourhis and Mekkaoui, 2010: 100). However, it is asserted that family friendly policies lead to arising positive perception related to the organization such as good image, corporate reputation and corporate social responsibility activities (Daves, 2004: 14). Lyonnet et al. (2019) study suggested that creating a positive working culture one of the advantages of the family friendly policies. Corporate reputation considered as one of the main strategies which facilitate organization to provide some benefits (Dolabadi et al., 2012: 220).

Corporate reputation basically defined as set of beliefs that organizations have an ability and willingness to satisfy stakeholders' needs (Ali et al., 2019: 3). It refers to the set of examination that is based on all stakeholder's evaluation of the organization from the social, financial and environmental aspects (Erkul et al., 2018: 27). However, corporate reputation is considered as a representation of organization's past actions and future events related to the all relevant stakeholders such as customers, employees, suppliers, managers, society, public institions and etc. In other words corporate reputation demonstrate how organizations stand for the relationship with their stakeholders (Karami et al., 2013: 715). According to the different definitions, it is seen corporate reputation examined multidimensial concept which includes

several dimension. From the broad perspective Fombrun and Gardberg (2000) examined corporate reputation considered under the six components such as emotional appeal, vision and leadership, financial strength, product and service quality, work environment and social responsibility activities. In this context, it is possible to express that corporate reputation perception shaped based on the different aspects of organizations. Due to the corporate reputation have a critical role for organizations and creates value for them in the eyes of stakeholders, it is necessary how to fulfill stakeholders' needs effectively (Dolabadi et al., 2012: 221). Therefore, organizations have to manage corporate reputation components and determine the antecedent of these activities (Maden et al. 2012: 656). For example, Burke et al (2016) asserted that well-developed human resource practices and strategies lead to shape of corporate reputation perception. Erkul et al (2018) indicated that structural empowerment as a significant predictors of corporate reputation. Wu et al. (2011) suggested that organizational policies such as family friendly programs related to the corporate reputation. Accordingly, the following hypotheses were developed:

H_3: Flexible working conditions influence employees' emotional attractiveness perception positively.

H_4: Leave arrangements& support influence employees' emotional attractiveness perception positively.

H_5: Flexible working conditions influence employees' social responsibility perception positively.

H_6: Leave arrangements& support influence employees' social responsibility perception positively.

H_7: Flexible working conditions influence employees' working environment perception positively.

H_8: Leave arrangements& support influence employees' working environment perception positively.

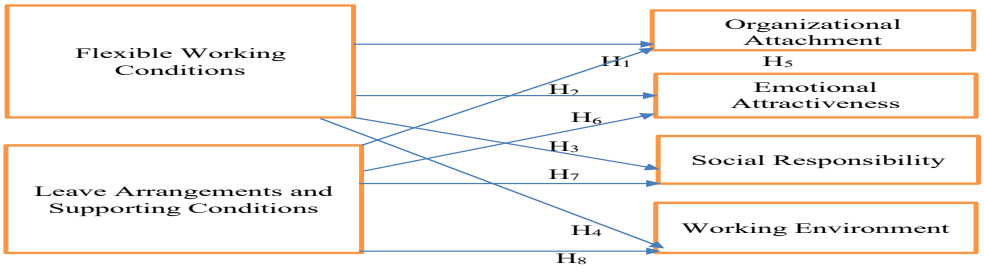


Figure 1. Research Model

3. Research Method

3.1. Sample and Procedures

The participants of the research was constituted one of the biggest company's employees which are located in Turkey. The sample composed of 147 white collar employees who have working in different units determined by a convenient sampling method. Out of 200 questionnaires that have been sent out, 155 have been returned, representing a response rate of 77%. After the elimination of the cases that have incomplete data and outliers, 147 questionnaires (72%) have been accepted as valid and included in the evaluations. However, questionnaire survey method is used for data collection in this study. The questionnaire form contains three different measures related to research variables.

Out of the 147 respondents, 70% were male and 30% were female; 28% were between 18 and 33 years, 37% were between 34 and 41 years, 35% were older than 42 years. In addition, 42% of the total respondents had a bachelor's degree, 24% high school degree and 16% of them had a vocational school degree, whereas 18% had a graduate degree. However, 25% of the participants had been working between 1 and 7 years, 17% of them had been working between 8 and 11 years and 58% of them had been working more than 12 years in the same company. On the other hand, 45% of the white collar employees working as a responsible, 25% of the white collar employees working as a manager, 20% of the employees as a technician and 10% of them working as a specialist.

3.2. Measures

The measures used in the questionnaire forms taken from the previous studies in the literature. As a result of the pilot study, some corrections were made in the questionnaire forms. A Likert-type metric, that is, expressions with five intervals has been used for answers to the statements of survey. Anchored such; "1- strongly disagree, 2- disagree, 3- agree or not agree, 4- agree, 5-strongly agree". Moreover, 5 demographic questions were included in the questionnaire form. Firstly, all scales were subjected to the exploratory factor analyses to check the dimensions, and then confirmatory factor analyses were applied to all scales.

• **Family Friendly Policies Scale**: This scale was taken from Kanten (2013) study. Exploratory factor analyses using principle component analysis with varimax rotation was applied to the adapted scale to check the dimensions. As a result of the family friendly policies scale variables, 8 items were removed from the analysis due to the factor loading under 0.50 and two factor

solutions (flexible working condition and leave arrangements&support) were obtained in accordance with the theoretical structure. Some examples of the items asked to the employees are as follows: “In this company, there is a flexible working hours”; “In this company, for certain positions, sometimes there is an opportunity as working at home”.

• **Organizational Attachment Scale**: Employees organizational attachment levels was measured by scale which was developed by Rioux (2011). Exploratory factor analyses using principle component analysis with varimax rotation was applied to the adapted scale to check the dimensions. As a result of the organizational attachment scale variables none of items were removed and one factor solutions was obtained in accordance with the theoretical structure. Some examples of the items asked to the employees are as follows: “I am attached to my organization”; “It would be very difficult for me to forever quit this organization”.

• **Corporate Reputation Scale:** Employees’ corporate reputation perception levels were measured with 29 items which was taken from Tuna et al., (2014) studies. As a result of the exploratory factor analyses, 8 items were removed from the analysis due to the factor loading under 0.50 and five factor solutions (emotional attractiveness, products and services, financial performance, working environment, social responsibility) were obtained in accordance with the theoretical structure. Some examples of the items asked to the employees are as follows: “This organizations has a sensitivity to the society”; There is a good harmony in the units of this organization”; I have a respect to the products and services of this organization”

4. Analysis

SPSS for Windows 22 and SmartPLS v3 were used to analyze the obtained data. SPSS 22 version used for the descriptive statistics and reliability analysis and assessing the demographic profile of the sample. Smart PLS v3 used for testing the hypotheses by employing partial least squares–structural equation modeling method. Therefore, partial least squares (PLS) based SEM was used in this study. PLS is considered as a well-known method for estimating path coefficients in structural models and also it is seen prominent in management literature in the last decade due to its capable under the non-normality conditions and small samples (Ali and Kim, 2015: 302). While conducting analysis, Smart PLS program was used by applying bootstrapping technique (5000 resample) to determine the significance levels of the proposed hypothesis and also Anderson and Gerbing (1988) two-step approach has been

used. According to this approach, after obtaining acceptable values in measurement model, it can be proceed with the structural model.

5. Research Findings

5.1. Measurement Model

In scope of the measurement model, convergent validity and discriminant validity were tested. Factor loadings, composite reliability (CR), and average variance extracted values were computed. Table 1 shows that all values in an acceptable ranges. Factor loadings exceeded the recommended value of 0.6; composite reliability values greater than the recommended value of 0.7, and also average variance extracted is exceeded the recommended value of 0.5 (Hair et al., 2006).

Table 1: Summary Table of Validity and Reliability

Variables		Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Family Friendly Policies	Flexible Working Conditions	0.780-0.807	0.758	0.858	0.669
	Leave Arrangements and Supporting Policies	0.729-0.838	0.710	0.816	0.597
Organizational Attachment	Organizational Attachment	0.704-0.859	0.871	0.903	0.610
Corporate Reputation	Emotional Attractiveness	0.883-0.936	0.936	0.954	0.839
		0.810-0.869	0.865	0.907	0.710
	Social Responsibility				
	Working Environment	0.865-0.873	0.844	0.903	0.756

The next step as part of the measurement model, it is needed to assess the discriminant validity. Discriminant validity provided when the square root of the AVE (diagonal values) of each construct is larger than its corresponding correlation coefficients (Fornell & Larcker, 1981). Table 2 shows that each indicator's loadings on its own construct are higher than all cross loadings with other constructs. Thus, it can be said that measurement model showed convergent validity and discriminant validity criteria were provided.

Table 2. Discriminant Validity

	Emotional Attachment	Flexible Working Conditions	Leave Arrangement and Supporting Policies	Org. Attachment	Social Responsibility	Working Environment
Emotional Attachment	**0.916**					
Flexible Working Conditions	**0.235**	**0.818**				
Leave Arrangements Supporting Policies	**0.435**	**0.036**	**0.772**			
Org. Attachment	**0.772**	**0.317**	**0.422**	**0.781**		
Social Resp.	**0.690**	**-0.059**	**0.546**	**0.553**	**0.843**	
Working Environment	**0.635**	**0.099**	**0.383**	**0.628**	**0.505**	**0.870**

5.2. Structural Model

With using Smart PLS v3 and bootstrapping procedure by 5000 iterations structural model and hypotheses were tested. In this step, the standardized R^2 and standardised root mean square residual (SRMR) were computed. In this model SRMR value was observed 0.079 which is under the recommended value of 0.08 shows that model has an acceptable. Standardized R^2 refers to the explanatory level of independent variable on dependent variable. Therefore, the independent variable (family friendly policies) explain 27% of the employees organizational attachment levels. However, family friendly policies explain 23% of emotional attractiveness; 30% of social responsibility and 15% of the working environment perception levels of employees. Figure 2 shows the results of the structural model analysis.

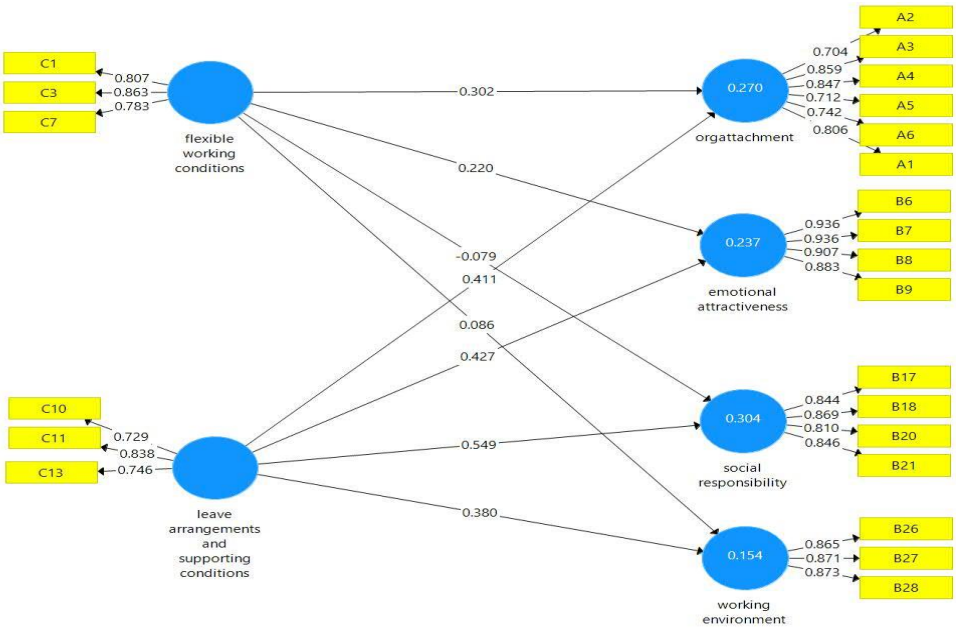


Figure 2. Structural Model

According to this, the direct and indirect effects of structural model and hypotheses testing are interpreted. It is possible to express that the path parameter and significance levels show that the dimension of family friendly policies which is labelled as flexible working conditions has a positive and significant effect on organizational attachment levels of employees (β=0.302; t-value 4.148) and also flexible working conditions has a positive and significant effect on emotional attractiveness dimension of corporate reputation (β=0.220; t-value=2.896), so H_1 and H_2 hypotheses were supported. In addition, based on the research results, it is seen that the dimension of family friendly policies which is labelled as leave arrangements and support has a positive and significant effect on organizational attachment levels of employees (β=0.411; t-value=5.840) and also leave arrangements and support have a positive and significant effect on emotional attractiveness (β=0.427; t-value=6.278); social responsibility (β=0.549; t-value=8.682) and working environment (β =0.380; t-value=6.034) perception of employees. Thus H_5, H_6, H_7 and H_8 hypotheses were supported. However, flexible working condition has no significant effect on the dimensions of corporate reputation which called as social responsibility and working environment, so H_3 and H_4 hypotheses were not supported. Therefore, it can be expressed that family friendly policies dimension of leave arrangements and support has a more significant effect on employees' organizational attachment and corporate reputation levels.

5. Conclusion

Family friendly policies considered as an important component of today's dynamic, unclear and volatile working conditions. Due to the irresistible changes in business area and labor market, organizations need to maintain decent employment status. In other words, employees encountered working long hours, over workload, high customer demands, job insecurity nowadays and women's are participated job roles more than before. Therefore, these circumstances lead employees to face with work-family conflict which emerge based on the family and working life responsibilities overlapped. In this context, organizations need to establish human resource policies that focus on family requirements such as leave arrangements and dependent care benefits for child's and elders. However, as scope of these policies organizations have to maintain flexible working conditions which emphasize decreasing of working hours and give an opportunity working part time. Accordingly, it is possible to express that today's working area requires organization to implement family focused policies and programs. Because family-friendly policies facilitate employees to balance their work and life responsibilities which lead to positive outcomes such as organizational commitment, job satisfaction, organizational attachment, corporate reputation, corporate social responsibility and etc. In this context, this study aims to examine some consequences of family friendly policies which are addressed as organizational attachment and corporate reputation.

As a result of the research findings, it has been found that dimensions of family friendly policies such as flexible working conditions and leave arrangements & support have a significant effect on employees organizational attachment levels so H_1 and H_5 hypotheses were supported. These results reveal that when organizations provide favourable and supportive conditions for their employees, it is expected them to have a positive emotions and identification to their organizations. In case of the organization provide acceptable conditions such as short working hours, part-time working and compressed work weeks, supporting activities for both child's and elders, employees may have more positive attitudes towards to their organizations. In addition, it has been obtained that dimensions of family friendly policies such as flexible working condition has no significant effect on working conditions and social responsibility activities so H_3 and H_4 hypotheses were not supported. However, family friendly policies dimension which is labelled as flexible working conditions have a positive and significant effect on emotional attractiveness so H_2 was supported. Therefore, it can be inferred that flexible working conditions lead employees to perceive their organizations as a favorable place from the emotional perspective.

According to the research results, it is revealed that family friendly policies dimension labelled as leave arrangements & support have a positive and significant effect on all dimensions of corporate reputation such as emotional attractiveness, working conditions and social responsibility so H_6, H_7, H_8 hypothesis were supported. These results demonstrate if organizations maintain positive conditions which facilitate employees to balance work and family life, they may perceived that their organizations valued to themselves and believed that the organization is a good place for work. Besides, it can be inferred that employees may have positive feelings to their organization in the case of having a perception that the family friendly policies. In other words, when organizations provide decent working environment to their employees such as flexible conditions and supportive components, it is expected that their perception of corporate reputation levels may increase. On the other hand, as scope of this study, it can be expressed that due to white collar employees heavy work load, long work hours and higher job responsibilities, they may face work-family conflict more than others. Thus, it can be suggested to the organizations to maintain humanistic and friendly policies which provide white collar employee to balance their work and social life responsibilities.

Consequently, it is seen that there are some studies concerning the consequences of family friendly policies in different studies. In this context, this study aims to examine some organizational consequences by exploring the relationships among research variables. According to this research, it can be said that organizations need to establish family friendly policies which lead to positive outcomes. When organizations provide their employees favorable conditions, it is expected that they tend to have more positive feelings and positive image. For future studies, it is recommended that the research model can be redesigned by adding some other variables which are taught to be consequences of family friendly policies such as work engagement, job embeddedness and quality of work life. Besides, it can be questioned whether corporate reputation and quality of work life are mediating variables or not on the relationship between organizational identification and calling.

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