

- RESEARCH ARTICLE -

THE EFFECT OF FAMILY-FRIENDLY POLICIES ON CAREER AND LIFE SATISFACTION: A RESEARCH ON COOPERATIVE AND BANK EMPLOYEES¹

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Abstract

Studies in the literature reveal that the family lives of employees have an important effect on their jobs. In this context, it is seen that the concept of "Family Friendly Organization" has emerged in the management literature and has gradually gained importance. Organizations that respect the family life of their employees and develop and implement policies in this regard are considered within this framework. In today's intense competitive environment, understanding the factors that play a role in the productivity of human resources in organizations and managing them is one of the main goals of organizations. In this direction, it is necessary to turn employees into happy employees in order to keep their efficiency and productivity high. It is seen that family-friendly policies that can be applied in organizations help establish a balance between work and family, create an organizational environment where employees are encouraged to think and act creatively and demonstrate their skills and paves the way to a more humane and democratic organizational structure, as well as achieving a healthier family structure. The purpose of this study is to examine the effect of family-friendly policy implementations on employees' levels of career and life satisfaction. The sample of this research consists of cooperative and bank employees. Survey data, which have been collected through survey method from 280 employees have been evaluated by means of explanatory and confirmatory factor analysis. Structural Equation Model was utilized for testing the hypotheses. In addition, t-test was performed in order to determine the difference between the two sample groups. Based on the findings gathered from this study, employees see the conditions related to leave policies in their organizations as positive but think they do not have a work environment that includes supportive and flexible working conditions. The negative perception of the lack of supportive and flexible working conditions is expected to manifest as reduced levels of career and life satisfaction for employees. Furthermore, the career and life satisfaction levels of cooperative employees were found to be higher than that of bank employees.

Keywords: *Family Friendly Policies, Career Satisfaction, Life Satisfaction, Cooperative Employees, Bank Employees.*

JEL Codes: *M10, M19.*

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AİLE DOSTU POLİTİKALARIN KARIYER TATMİNİ VE YAŞAM DOYUMU ÜZERİNDEKİ ETKİSİ: KOOPERATİF VE BANKA ÇALIŞANLARINA YÖNELİK BİR ARAŞTIRMA⁴

Öz

İşgörenlerin aile yaşamları, onların iş yaşamlarında önemli etkilere sahiptir. Konuya ilişkin yapılan çalışmalarda bunu doğrulamaktadır. Son yıllarda literatürde “Aile Dostu Örgüt” kavramının önemli hale geldiği görülmektedir. Aile dostu örgüt, işgörenlerinin bir aile yaşamları olduğunu kabul eden, buna saygı gösteren ve buna ilişkin politikalar üretip uygulayan örgütlere verilen isimdir. Günümüzde örgütlerin ana amacı, işgörenlerinin verimliliklerini etkileyen unsurları anlamak ve bu unsurları doğru biçimde yönetmektir. Bu doğrultuda örgütlerin uygulayacağı aile dostu politikaların, daha mutlu, verimli ve yaratıcı işgörenler meydana getirilmesi yanında, daha demokratik ve insancıl bir örgüt yapısının oluşmasında ve işgörenlerin daha sağlıklı bir aile yaşamına kavuşmasına kadar geniş bir alanda olumlu etkileri bulunmaktadır. Bu bağlamda, örneklemini kooperatif ve banka işgörenlerinin oluşturduğu bu çalışmanın amacı, aile dostu politika uygulamalarının çalışanların kariyer tatminleri ve yaşam doyumlarına olan etkisini incelemektir. Anket tekniği kullanılarak toplam 280 işgörenden elde edilen verilere açıklayıcı ve doğrulayıcı faktör analizi yapılmıştır. Hipotezlerin testinde ise Yapısal Eşitlik Modeli kullanılmıştır. Bunlara ek olarak, iki örneklem grubu arasındaki farklılığı tespit etmek amacıyla t-testi yapılmıştır. Yapılan analizler, işgörenlerin örgütlerindeki izin politikalarına ilişkin koşulları olumlu karşıladıklarını göstermektedir. Fakat sonuçlar, destekleyici ve esnek çalışma koşullarına sahip bir çalışma ortamı içinde bulunmadıklarını düşündüklerini göstermektedir. Bu doğrultuda, destekleyici ve esnek çalışma koşullarına ilişkin bu olumsuz algının, işgörenlerin kariyer tatmini ve yaşam doyumu düzeylerini azaltması beklenmektedir. Ayrıca kooperatif işgörenlerinin kariyer tatmini ve yaşam doyumu düzeylerinin banka işgörenlerine kıyasla daha yüksek olduğu belirlenmiştir.

Anahtar Kelimeler: *Aile Dostu Politikalar, Kariyer Tatmini, Yaşam Doyumu, Kooperatif Çalışanları, Banka Çalışanları.*

JEL Kodları: *M10, M19.*

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

1. INTRODUCTION

Human resource is the most important element on transformation and the improvement of the organizations that plays a key role on their success and make difference on the organizations. Thus, to understand the factors that affect the human resource productivity and to manage them is the one of the main study subjects of our modern days sense of management. For the last twenty years, the significant changes in businesses and in the nature of the concept of family life are remarkable. The competition between the organizations, has enhanced the pressure on the organization and the employer; on many subjects such as long working hours, work overload, no employment security, uncertainty, and job stress, has provide them to be adaptable, flexible, and responsive to change. Those changes, also have important effects for

⁴ Makalenin genişletilmiş Türkçe özeti, çalışmanın sonunda yer almaktadır.

the employees (Bhowon, 2013: 78). On the other hand, a person having more than one statute at the same time in his life causes the necessity to perform the roles of these statute. But sometimes those roles that possessed may make it difficult to treat another role properly. In literature this is called the role conflict. The support that a person gets intended to act accordingly in his job and family life from his career, is an important factor to reduce the conflict between work and family life. In this respect, it is seen that “Family Friendly Organization” concept occurs in management literature that become more of an issue gradually. Having respect for family life of employees and their request to solve the instability at work-family conflicts and the organizations that are developing and applying policies about this evaluated in this context.

Studies show that the support of organizations on family life of the employees decreases their work and family conflicts and increases the life satisfaction levels. For this reason, it is impossible to treat life satisfaction concept detached from business life. Because business and work life take an important place in people’s lives. Also, in the studies, interaction is observed between the career and life satisfaction. Employees’ desire to stay in the organization is ensured by their career satisfaction and the continuity of this satisfaction. For this reason recently career, career satisfaction and career management concepts are significant topics due to the necessity of supplying with personal and organizational requirements mutually (Gürkan & Koçoğlu, 2014: 588-589). Nowadays, where business life has a complex structure, to adopt the employees to their work and environment is one of the important matters that the organizations must noteworthy. The studies intended to increase the productivity of the organization by providing the work and career satisfaction of the employees’, must be the primary concerns for the organizations.

The research in the literature show that, as the people supported with the applications of “family-friendly policies” to decrease the conflict between the work and private life by their organizations, affected positively their work, career and life satisfaction. Since therefore, it is obvious that the employees who have increasing motivation and happiness either in their work or private life, change their organizations in more powerful and productive way.

In the light of the above mentioned, the aim of this study, is to analyze the effect of family-friendly policies on employees’ career and life satisfaction which is important in terms of management. In accordance with this purpose, the literature research has been done by discussing the family friendly policies career and life satisfaction concepts as well as with survey application the reflections on implementations with the approaches in literature on different chosen organizations as cooperatives and banking organizations were evaluated.

1.1. Literature Review

1.1.1. Family Friendly Policies

The research on work-family has been on going for the last in twenty five years, and they focus on the complexity of gender roles with the participation of both couples in the workforce, the added pressure on the employees who have the obligation of taking care of children and elderly parents, and with the reasons of change on employee’s values to more life balance, inclined to study the connection between work and family roles (Mesmer-

Magnus & Viswesvaran, 2009: 214; Verma, 2013: 644). Nowadays the difficulties to balance the expectations on both side and the responsibilities on both work and family, reveals a problem for employees. In literature this problem is called as work-family conflict (Aktaş & Gürkan, 2015: 140). Work-family conflict is defined as a person to grow difficult on attending the work role as well as attending the family role (Li, Bagger & Cropanzano, 2017: 120). Generally, it is a conflict revealed by the pressure on both work and family responsibilities (Amstad, Meier, Fasel, Elfering & Semmer, 2011: 151). Work-family conflict, has two sides as work-family and family-work (Nohe & Sonntag, 2014: 1). If the working roles prevent the person from carrying out the roles in the family, the work-family conflict; on the contrary the family roles prevent the person from carrying out their duties at work, family-work conflict occurs (Pedersen & Minnotte, 2012: 273; Allen, French, Dumani & Shockley, 2015: 91).

As a result, repeated interferences of family responsibilities to work and again to family life, adverse effects may occur in career and life satisfaction and working performance of the employees (Demirel, 2017: 79). Consequently, the people who maintain work-life balance, is expected to have better productivity, physical and mental well-being and career and life satisfaction (Akin, Ulukök & Arar, 2017: 115). In this respect, the family friendly policies are the organizational programs that help the employees perform their responsibilities and duties both at work and in family life evenly. The apparent changes in the workforce as the increase in the number of working women and accordingly the increase in the number of men who have a working wife, the increase in the number of working women who are married and have little children, requires balance on employees' career and family life. Family friendly policies, assuring the balance between the career and family, provides the requirements of organizations and employees and contribute the productivity of the organization (Moon & Roh, 2010: 117-118). Generally, the family friendly policies although planned to provide the requirements of the workforce, reflects different intentions for organizations and employees. For the organizations it is the implement used, to compete with today's turbulent business world, to raise the morale in the organization and to attract and maintain the qualified workforce (Kanten, 2013: 44). For the employees these policies mean, to coordinate their multiple roles in life and to eliminate the difficulties in managing (Amah, 2010: 36).

In literature the family friendly policies are classified according to different views. In their studies Poelmans, Chinchilla & Cardona (2003) and Mulvaney (2011) conceptualized the family friendly policies in four different categories. Those can be listed as; maintenance support (childcare, elderly care, school and holiday programs etc.); flexible working arrangements (work sharing, flexible working hours, condensed working week, remote job etc); leave and overtime hours (family leave or health leave, personal leave and long-term salaried leave etc.) and career-family stress management (employee aid programs, health supports, career-family resource centers, support groups, trainings on life balancing etc.) (Kanten, 2013: 44). In literature there are some studies categorizing these policies in a narrow manner as flexible working arrangements, leave arrangements and immune care help (Remery, Doorne-Huiskes & Schippers, 2003: 462; Kanten, 2013: 44-45).

The research show the family friendly policies have associated with many positive results. Research exposed that, the employees working in more supportive and family-oriented work environment have more career satisfaction and organizational commitment level, working more willingly to succeed their organizations and increased their personal achievements

(Wang, Lawler & Shi, 2011: 494; Ciric, 2013: 24-25). Also, these policies are the formations that diminish the absenteeism and turnover, alienation to work and stress of employees (Allen, 2001: 414; Vuksan, Williams & Crooks, 2012: 5; Chou & Cheung, 2013: 3879; Kantan, 2013: 42).

1.1.2. Career Satisfaction

Career is a concept that we often encounter in our daily life which states mostly as career or job. But in literature the content of this concept seems to be discussed much more comprehensively (Öztürk, 2017: 156). As the studies about the career is examined it is possible to encounter many descriptions about the concept. Career is, together with personal efforts and sources that affects from the structural opportunities and limitations and the successive professional positions during one person's life (Harkönen, Manzoni & Bihagen, 2016: 42). It is an indication of a one person's effort to make sense out of his life experience. For this reason, career must be handled as a lifestyle concept, not to be limited only with working environment. Career is a personal concept consisting of the choices made by the person throughout his life (Ekşili, Ünal & Gündüz, 2016: 351). As the time and life concepts are included in the descriptions, career expands by consisting of other life roles with prevocational and after professional life activities. Accordingly, career, in person's prevocational period (pupilage), throughout business career (employee) and after professional life (retirement) including of family and civil roles, is expressed as a series of positions related to business (Patton & McMahon, 2014: 4). According to new approaches career, not only move upwards, also consists of horizontal career movements (Okurame & Fabunmi, 2014: 73). More clearly, includes the individuals who besides being pleased with the position willing to turn to different jobs at the same level and for this purpose progressing by improving his knowledge, ability, and talent (Türkay & Eryılmaz, 2010: 180). On the other hand, career, besides submitting individuals to be part of satisfactory business activities and opportunity to realize the different purposes on their lives, (Çetin & Karalar, 2016: 164) for the organizations, mediates an important competition and supremacy against job insecurity.

The organizations providing employees the opportunity to progress in their jobs and preparing necessary background for this purpose; plays an important role in attracting young, dynamic and qualified employees to the organization and also ensures their stay (Erdoğan, 2009: 6). To reach personal career goals with income generated, professional reputation, feeling of achievement and satisfaction, are accepted as the reference to a career success (Wang, Hornig, Cheng & Killman, 2011: 998). The research on career success dates back to 1930s. In 1937 Hughes as framing the career success, introduced that this subject must be discussed from objective (practical) and subjective (nominative) aspects (Li, You, Lin & Chan, 2013: 1195). Objective career success can be defined as, directly observable, measurable, and verifiable fact, especially from the perspective of an unbiased third person. For this reason, in the wide range of societies, the verifiable gains such as wages, promotion, and position are accepted as the indicators of career success (Heslin, 2005: 114). Accordingly, objective career success emphasizes the common perspective the societies (Hall & Chandler, 2005: 155). In contrast, career success from a subjective point of view is defined as the feeling of accomplishment and satisfaction of that people towards their career (Demir, 2004: 319). In other words, subjective career success is the personal perceptions and standards for the individual assessment of career development work and life satisfaction, as work-family life balance, career satisfaction

and having opportunities in achieving success. Subjective career success consists of individual's future perceptions of career satisfaction, success and trust. The positivity of this perception, besides providing the individuals great satisfaction and motivation also brings with high working performances. It seems that the employees who think they are successful in their career have higher level of commitment to the organization and their job (Wang et al., 2011: 998). In this respect career satisfaction is one of the common measurement indices of subjective career success and defined as the one's self-evaluation of his career (Spurk, Abele & Volmer, 2015: 193). The employees' career and work satisfaction in the organizations is important. The satisfied employee as more willing to his job also features and protects the interest of the organization (Demirdelen & Ulama, 2013: 68). Consequently, the career satisfaction of the individual affects their intention to quit job (Joo & Park, 2010: 482; Gercek, Atay & Dündar, 2015: 81). Also career satisfaction is related to general life satisfaction. For this reason, career satisfaction, can be seen as the part or component of a person's general life quality and life satisfaction (Knight, 2009: 4). Briefly, understanding the factors that are affecting the employees' career satisfaction, is important in terms of bringing in workforce that has high motivation and commitment to the organization (Martins, Eddleston & Veiga, 2002: 406).

1.1.3. Life Satisfaction

Life satisfaction concept is first time introduced by Neugarten compare a person's expectations and their possessions and see if there is a parallelism between how the person evaluated his life and his life satisfaction (Akhunlar, 2010: 2409). Nowadays the concepts of happiness, subjective and psychological wellness, life quality, life satisfaction draw the attention of the searchers and are subject to many researches (Hirlak, Taşlıyan & Sezer, 2017: 98). In the concept of life satisfaction which is defined as a general judgement or evaluation about the person's own life, generally it is seen that life is evaluated cognitively in basic living spaces as environment, social life and family (Bayram, Sam, Aytaç & Aytaç, 2010: 82). Life satisfaction is generally defined as the indicator of subjective well-being (Voicu & Pop, 2011: 137). In other words, subjective wellness, is about how good the individual's life is and defined as the evaluation ratings of the individual's whole life quality (Diener, 1994: 106). On the other hand, researchers as Fischer (2009) and Diener, Ng, Harter & Arora (2010) express that the concepts of happiness and life satisfaction consist of different ways of subjective wellness. For them, as happiness consists of more feelings compared to life satisfaction, life satisfaction is directed by economic conditions (DeJonge, Veenhoven, Kalmijn & Arends, 2016: 864)

Person having high level subjective wellness is accepted as, having the high sense of life satisfaction, generally in positive feelings and pleasure and rarely live the negative feelings as sadness, sorrow, anger. On the contrary, a person with a low level of subjective wellness, unsatisfied with his life, very few level of pleasure and more often in anger, stressed and anxious feelings are accepted (Cenkseven Önder, 2015: 3). High subjective wellness have a positive effect on the person results as the satisfaction in life and living areas such as work and leisure time (Diener & Suh, 1997: 200).

In the light of the above mentioned, life satisfaction can be concluded as the general attitude of an individual towards their life, their day to day happiness, their physical health, their level of economic security and relationships with those around them (Mafini, 2015: 13).

As a result, it occurs after positive evaluation of the important components by the person such as life satisfaction, partner, family, health, social environment, business life, income level (Kanten & Kanten, 2015: 48). On the other hand, although the person is satisfied in most of the areas in his life as education, marriage, welfare, and health, is not glad on another area which is more important for him, this may affect the general judgement about his life satisfaction (Dubey & Agarwal, 2007: 161).

1.1.4. Relation of Family Friendly Policies, Career and Life Satisfaction

Employees may perceive the positive or negative treatment as an indication of dignity or discredit towards them from their organization. In literature, supervisor support and working conditions are accepted as the positive treatment indicators of the organizations to their employees (Rhoedes & Eisenberger, 2002: 699). Employees are always interested in ownership level and support of their organization (Büyükgöze & Kavak, 2017: 3). For this reason, the organizations that take over and care about, appreciate and help with their problems, are supportive organizations in the eyes of employees (Ozdevecioglu, 2003: 116-117).

The research shows that the supportive human resources applications are influentially determinant on support level perceived by the employees (Cao, Hirschi & Deller, 2014: 2015). The research reveals that the people working in more supportive work environment have higher career satisfaction and level of organizational commitment, working more willingly for the success of their organization, increasing on individual success and more powerful intend to keep their job (Ciric, 2013: 3). Wickramasinghe & Jayaweera (2010), Schooreel, Shockley & Verbruggen (2017) on their research conceived that the support affects the career satisfaction in positive way. Aryee & Luk (1996) on their research aimed to analyze the effects of work and non-work factors to career satisfaction, in the families that both partners are working. Eventually for both couples, working factors have more effects on career satisfaction than non-working factors. Also, the results point out that, childcare arrangements, supervisor support, organization based on respect for personality are the important indicators on career satisfaction. On studies of Aysan & Bozkurt (2004), the life satisfaction levels of the persons that are satisfied with their working environment are higher than the ones who are not satisfied. Mohamed & Mohamed (2012) on their studies discovered positive relation between working life quality perceived at work and the life satisfaction levels of the employees'. Kanten's (2013) study reveals that the negative perception of the employees of family friendly policies reduces their life satisfaction.

2. METHODOLOGY

The aim of the research is to examine the effect of family friendly policies on the career and life satisfaction of the employees. Survey technique has been utilized for data collection in this study. The explanatory and confirmative factor analyses were done to all variables taking place on the research model and correlation analyses were realized to determine the

association between the variables. Structural equality model is used to test the research hypothesis. Also, on the research t test has been applied by using SPSS 20 program.

2.1. The scope of Research and Sample

The scope of the research as subject, is limited to the explanation of the effects of family friendly policies on career and life satisfaction. The scope of the research as practice, is limited with the employees of the two organizations active within the provincial border of Tekirdag in banking and cooperative sectors. There are 43 units cooperatives within the borders of Tekirdağ province, which is affiliated with Agricultural Credit Cooperatives Tekirdağ Regional Union. A total of 144 people, including 30 in Tekirdağ Regional Union and 114 in the unit cooperatives, work. Survey forms manually delivered to the cooperative employees, totally 120 survey forms (%83) included in this study which has returned and accepted valid, 97 from unit cooperatives and 23 from Tekirdag Regional Union employees. Also survey forms delivered to the employees of 8 private banks operating in the province of Tekirdağ, manually and by e-mail using easy sampling method and reached 175 people totally. But 3 of these forms not accepted valid and the rest 172 survey forms (%98) included in the research. Accordingly, the sampling of the study is planned with 292 employees but as a result of “extreme value analysis” before making statistical analyses, the extreme valued data determined on research data sets and 12 surveys eliminated from the analyses. Thus, 280 survey forms (%95) evaluated. The presence of extreme values on data sets prevents to obtain the normal results. Therefore, it is important to fixate the extreme values and remove from the data sets (Kalaycı, 2010: 10).

2.2. Research Model and Hypothesis

On research model it is assumed that the family friendly policies affect career and life satisfaction. The hypothesis developed according to research aim and model are as follows;

- H₁: Supportive and flexible working conditions expressively affects the career satisfaction level of the employees
- H₂: Supportive and flexible working conditions expressively affects the life satisfaction level of the employees
- H₃: Leave arrangements expressively affects the career satisfaction level of the employees
- H₄: Leave arrangements expressively affects the life satisfaction level of the employees
- H₅: The perception of employees towards family friendly policies varies
- H₆: Career satisfaction level of the banking and cooperative employees varies
- H₇: Life satisfaction level of the banking and cooperative employees varies

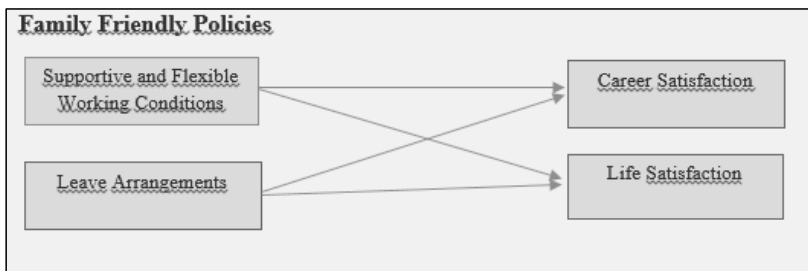


Figure 1: Research Model

2.3 Research Scales

There are 3 scales used in the survey forms to test the family friendly policy perceptions of the employees in their organizations and their career and life satisfaction levels. The scales reviewed by pilot research (n=83) and made necessary regulations. The five interval Likert-type rating (1= I strongly disagree, 2=I disagree, 3=Neither agree nor disagree, 4=I agree, 5= I strongly agree), assumed to be equally spaced, is used for the answers of the expressions in the scales. Also 6 questions included in the survey forms to examine the demographic properties of the employees.

Family Friendly Policies Scale: Family friendly policies scale has been taken from Kanten’s (2013) studies. The scale consists of 3 dimensions as flexible working conditions, leave arrangements and supportive circumstances. On this scale totally 25 statements figure such as, flexible working conditions dimension have 8 statements as “This company works 5 days a week” etc., leave arrangement dimension has 9 statements as “In this company necessary permissions are easily granted to employees in emergency cases” etc., supportive circumstances has 8 statements as “This company wants employees to think about their jobs rather than their families” etc.

Career Satisfaction Scale: To measure the career satisfaction levels of the employees Spurk, Abele & Volmer (2011)’s scale has been used. The scale consists of one dimension. On the scale there are totally 5 statements as “I am satisfied with the success I have achieved in my career” etc.

Life Satisfaction Scale: Pavot & Diener’s (1993) studies benefited to measure the life satisfaction of the employees. The scale consists of one dimension. On the scale there are totally 5 statements as “In many ways my life is closed to my ideal” etc. Structural validity and reliability levels of all scales used in the study were tested and all scales were subjected to the exploratory factor analysis to check the dimensions. The findings are shown in Table 1.

Table 1: Results of Exploratory and Reliability Analyses

Family Friendly Families (25 items)	
KMO: 0,703	
Variance: 48,98%	
1. Factor: Leave Arrangements	Cron-Alpha: 0,707
2. Factor: Supportive and Flexible Working Conditions	Cron-Alpha: 0,523
Career Satisfaction (5 items)	
KMO: 0,884	
Variance: 78,06%	
1. Factor: Career Satisfaction	Cron-Alpha: 0,931
Life Satisfaction (5 items)	
KMO: 0,833	
Variance: 61,4%	
1. Factor: Life Satisfaction	Cron-Alpha: 0,835

Exploratory factor analysis was conducted using the varimax rotation technique to the family friendly policies scale. As a result of the analysis, two different factors with eigenvalues greater than 1 were obtained. The first factor is called "Leave Arrangements" and 5 items with

factor load below 0.50 were removed from the scale. The second factor obtained was called "Supportive and Flexible Working Conditions" and 12 items with factor load below 0.50 were removed. Factor loadings of the items ranged from 0,575 to 0,822.

As a result of the explanatory factor analysis using the varimax rotation technique to the career satisfaction scale, one factor structure was reached. Factor loadings of the items ranged from 0,832 to 0,939.

As a result of the explanatory factor analysis using the varimax rotation technique to the life satisfaction scale, one factor structure was reached. Factor loadings of the items ranged from 0,755 to 0,798.

After the exploratory factor analysis, the confirmatory factor analysis has been conducted by Lisrel 8.80 for all scales. It was found that all of the fit indexes fall within the acceptable ranges (Kanten, Kanten & DüNDAR, 2016: 75; Aksu, Eser & Güzeller, 2017: 79). Goodness of fit indexes is presented in Table 2.

Table 2: Goodness of Fit Indexes of The Scales

Variables	χ^2	d.f.	χ^2/df ≤ 5	GFI $\geq .90$	AGFI $\geq .85$	CFI $\geq .90$	IFI $\geq .90$	NNFI $\geq .90$	RMSEA ≤ 0.08
Family Friendly Policies	40.28	19	2.12	0.97	0.93	0.94	0.94	0.91	0.063
Career Satisfaction	7.28	4	1.82	0.99	0.96	1.00	1.00	0.99	0.054
Life Satisfaction	9.57	4	2.39	0.99	0.95	0.99	0.99	0.98	0.071

3. RESULTS

3.1. Participant Profile

%44,3 of the employees are women, %55,7 men and %72,9 are married; %27,1 are single. As the age distribution of the employees' is examined %43,6 are between 28-37 age group; %40,7 are between 38-47 age group; %3,9 are between 18-27 age groups. And %11,8 are in age of 48 and below. Findings indicates that most of the employees consists of young people. The significant part of the employees (%62,9) have undergraduate education level. It is discovered that %16,1 have secondary education/high school education level; %11,1 have graduate/doctorate education level and %10 have associate degree education level. The employees participating in the research expressed that %30,4 between 6-10 years; %20 between 1-5 years working in the same company. In other words, %50,4 of the employees are employed in the same company for 10 years or less. The percentage of the employees' working in the same company for more than 21 years is %19,6. The percentage of the employees' that are working between 11-15 years is %14,6; between 16-20 years is %14,3. Within the 280 of the employees that are participating the research, %57,1 are working in banking organizations and %42,9 are working in cooperative enterprises.

3.2. Descriptive Analyses

In the scope of the descriptive analyses means, standard deviations and correlations have been conducted which are related to family friendly policies perceptions, career satisfaction and life satisfaction levels of the employees. The values are given in Table 3.

Table 3: Mean, Standard Deviation and Correlation Values for Variables

	Mean	Standard Deviation	1	2	3	4
Supportive and Flexible Working Conditions	3,017	0,57	1			
Leave Arrangements	3,417	0,78	-0,006	1		
Career Satisfaction	3,693	0,83	0,008	0,301**	1	
Life Satisfaction	3,390	0,73	-0,010	0,168**	0,454**	1
** p<0,01						

According to correlation analyses findings, no statistically significant ($r=0,008$; $p>0,01$) relationship was determined between supportive and flexible working conditions and career satisfaction levels of the employees. Likewise, no statistically significant ($r=0,010$; $p>0,01$) relationship was determined between supportive and flexible working conditions and life satisfaction levels of the employees. There is positively significant ($r=0,301$; $p<0,01$) relationship between leave arrangements and career satisfaction of the employees. Clearly, a relationship between the leave arrangements practiced in the company and career satisfaction levels of the employees covered by the research can be expressed. According to another finding, there is positively significant relationship ($r=0,168$; $p<0,01$) between the leave arrangements and life satisfaction levels of the employees.

3.3. Measurement Model

In order to evaluate the verification of the model, two-step approach by Anderson and Gerbing (1988) was utilized. In this approach, the research model needs to be tested prior to testing the hypothesized structural model in order, to reach a sufficient goodness of fit indexes. After obtaining acceptable indexes, proceed with the structural model (Kanten, Kanten and Dündar, 2016: 76). As a result of the measurement model, 4 latent and 18 observed variables were found. Observed variables consist of 8 items related to family friendly policies, 5 items related to career satisfaction; 5 items related to life satisfaction. The results of the measurement model were; χ^2/df : 1.51; RMSEA: 0.043; GFI: 0.93; IFI: 0.98; CFI: 0.98; NFI: 0.95; NNFI: 0.97; AGFI: 0.90 These values indicate that measurement model is acceptable.

3.4. Structural Equation Model

After the measurement model was found to be acceptable, the structural equation model was applied for the verification of the hypotheses for the causal relationships in this model. The results are shown in Figure 2.

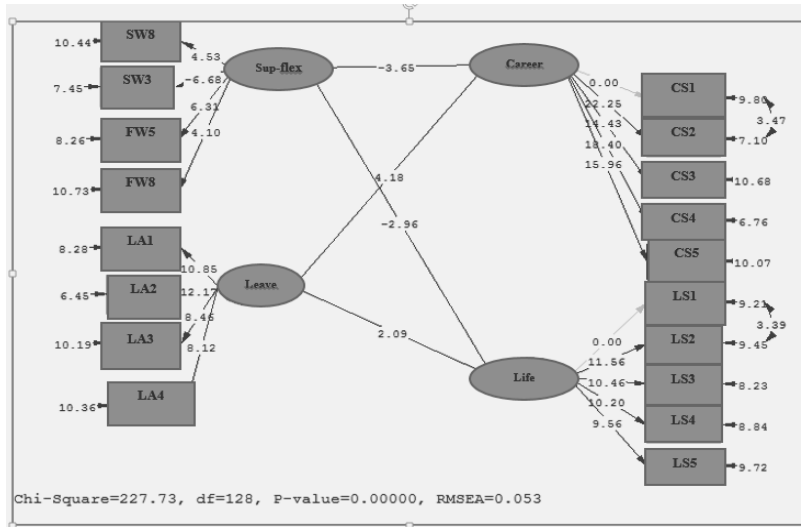


Figure 2: Structural Equation Model and Path Coefficients

The results of the structural equation model were; χ^2/df : 1.77; RMSEA: 0.053; GFI: 0.92; CFI: 0.97; IFI: 0.97; NFI: 0.93; NNFI: 0.96; AGFI: 0.89. These results indicate that structural model has been acceptable. In the path analysis related to the structural model, it has been determined that all the relationships put forward in the theoretical model are significant at the level of 0.01 and 0.05. When the path analyzes in the structural equation model are examined, it was seen that the supportive and flexible working conditions dimension of family-friendly policies negatively affect career satisfaction ($\beta = -0.30$; $t = -3.65$; $p < 0.01$). So **H1** hypothesis was supported. Supportive and flexible working conditions were found to negatively affect life satisfaction ($\beta = -0.27$; $t = -2.96$; $p < 0.01$) and the **H2** hypothesis was supported. In addition, the dimension of leave arrangements of family friendly policies positively affects career satisfaction ($\beta = 0.30$; $t = 4.18$; $p < 0.01$). Leave arrangements also affect life satisfaction ($\beta = 0.16$; $t = 2.09$; $p < 0.05$) positively and significantly. Thus, **H3** and **H4** hypotheses of the research were also supported.

3.5. Independent Samples T-Test

The t-test is applied to determine the career satisfaction intended to family friendly policies in their organizations and the differentiation level of life satisfaction perceptions of the banking and cooperative employees. Findings related to the analyses are presented on the Table 4 below.

Table 4: T-Test Results

Distribution Indicating the Comparison of Perception Related to Supportive and Flexible Working Conditions					
Group	N	Mean	Standard Deviation	t	Significance
Bank	160	3,0141	0,60802	- 0,127	0,899
Cooperative	120	3,0229	0,53156		
Distribution Indicating the Comparison of Perception Towards Leave Arrangements					
Group	N	Mean	Standard Deviation	t	Significance
Bank	160	3,3469	0,80143	- 1,749	0,081
Cooperative	120	3,5125	0,76067		
Distribution Indicating the Comparison of Career Satisfaction Levels of the Employees					
Group	N	Mean	Standard Deviation	t	Significance
Bank	160	3,4250	0,90554	- 6,643	0,000
Cooperative	120	4,0517	0,57423		
Distribution Indicating the Comparison of Life Satisfaction Levels of the Employees					
Group	N	Mean	Standard Deviation	t	Significance
Bank	160	2,9237	0,54061	- 17,982	0,000
Cooperative	120	4,0117	0,44253		

As a result of t-test that is applied to compare perception of the banking and cooperative employees towards family friendly policies, for supportive and flexible working conditions the significance (2-tailed) level within %95 confidence bounds found as $p=0,899$. In addition, it is observed that there is no significant difference between the averages of the groups. In addition, as a result of t-test that is applied to compare perception of the banking and cooperative employees towards family friendly policies, for leave arrangements the significance (2-tailed) level within %95 confidence bounds found as $p=0,081$, and also it is observed that there is no significant difference between the averages of the groups. As both significance levels are bigger than 0,05, the **H5** hypothesis is not supported concluding that the perception of the banking and cooperative employees towards family friendly policies is not different from each other.

As seen on Table 4, as a result of t-test that is applied to compare the career satisfaction level of the banking and cooperative employees, the significance (2-tailed) level within %95 confidence bounds found below 0,05 ($p=0,000$). Consequently, concluding that the career satisfaction level of the banking and cooperative employees are different from each other **H6** hypothesis is accepted. According to the findings the satisfaction level of cooperative employees ($\bar{x}=4,0517$) is higher than banking employees ($\bar{x}=3,4250$).

As a result of t-test that is applied to compare the life satisfaction level of the banking and cooperative employees, the significance (2-tailed) level within %95 confidence bounds found below 0,05 ($p=0,000$). According to this finding, concluding that the life satisfaction level of the banking and cooperative employees are different from each other **H7** hypothesis is

accepted. According to the findings the life satisfaction level of cooperative employees ($\bar{x}=4,0117$) is higher than banking employees ($\bar{x}=2,9237$).

4. DISCUSSION

Some policies practiced in the organization besides creating an organizational climate to expose the talents of the employees and to improve their creativity, also provides them to be more active, productive, committed, less career insecurity, having more career and general life satisfaction. In this respect, determining the effect of the family-friendly policies in the organizations on the employees' levels of career and life satisfaction is considered to be a valuable contribution to the literature. A model was developed in line with the aim of this study and the research model was tested on the sample of cooperative and bank employees. Within the framework of the model developed within the scope of the research, it is presented that the independent variable as family friendly policies affected the dependent variables as career and life satisfaction. More clearly, it has been identified that the family friendly policy practices are increasing the career and life satisfaction of the employees.

In the path analyses of the structural model, it was found that the career satisfaction of the supportive and flexible working conditions of family friendly policies are affected negatively significant and also life satisfactions are affected negatively significant. The obtained results shows that supportive and flexible working conditions negatively perceived in the organizations under this research. The negative perception of supportive and flexible working conditions by organizations is expected to decrease the career and life satisfaction levels of the employees. It is presented that the leave arrangements of the family friendly policies have a significantly positive effect on employees' career and life satisfaction. Leave arrangements of family friendly policies positively perceived by the employees in the organizations under this research. It is possible that the positive conditions about the leave arrangements may have an enhancing effect on employees' career and life satisfaction.

In their studies, Dikmen (1995), Aysan & Bozkurt (2004), Kaya (2012), Mohamad & Mohamed (2012), Wickramasinghe & Jayaweera (2010), Schooreel et al. (2017) presented that the employees who think they get support from their organizations and satisfied with their work environment have higher career and life satisfaction levels. Choi & Ahn (2017) found in their study that family-friendly policies have positive effects on the working life of married women, and they increase their job satisfaction, organizational commitment, and work-life satisfaction. Feeney & Stritch (2019) revealed in their study that flexible time is a important family-friendly policy for women, as it enables work-life balance. On the other hand, Kantan (2013) found in her study that the perceived negativity of family-friendly policies reduced the life satisfaction of employees.

Briefly, it can be suggested that in some ways, work and family lives of the employees are not sufficiently supported and the working conditions cannot be stretched in necessary cases in the organizations under this research. Although the positivity perception of the employees about the leave arrangements is satisfying, this situation is thought to be mostly due to legal obligations. Accordingly, organizational conditions supporting the family and working lives

of the employees, it is important to develop the balance between their professional roles and responsibilities in family lives.

The T-test has been applied to the cooperative and banking employees as the research samples, in order to test the level of differentiation of their career and life satisfaction perceptions about the family friendly policy practices in their organizations. In both extents of the family friendly policies no significant discrepancy found between the group averages.

As a result of the t-test made to compare the career satisfaction levels of banking and cooperative employees, the cooperative employees' career satisfaction levels were found higher than bank employees. The diversity between the life satisfaction levels of the groups that formed the sample examined in the same way by the t-test and it is revealed that there is a significant difference between them. According to these findings the life satisfaction levels of the cooperative employees are higher than that of the bank employees'. These variations between the career and life satisfaction of the employees' is thought to arise due to the difference in working conditions. Although the number of qualified employees in the banking sector is high, working conditions are difficult due to reasons such as long working hours, low wages, and target pressure. So, all these conditions may negatively affect the career and life satisfaction of the banking employees'.

CONCLUSION

This study was conducted to examine the effects of family-friendly policies on career and life satisfaction of employees. In light of the findings obtained, the following conclusions have been reached

It is considered important to examine the human resources policies applied in the organizations under research, working in order to realize policies that supports the family friendly policies and to eliminate the problems that will be revealed.

To review the working conditions of banking employees and especially necessary arrangements are required to improve the busy working hours.

Various trainings about their jobs are provided to cooperative and banking employees. But time management, to provide some trainings like parenthood or personal development seminars, family consultancy programs that help to reduce work-family conflicts of the employees, will develop their perception that they work in an organization that respects family life and provides the necessary support in this respect.

Besides child benefit also by expending the dependent care benefits elderly and disabled cares can be provided.

The results of the research are valid for the organizations covered by the research. This must be considered while making generalization. Different results can be obtained in different and larger samples. Hence the results can become more generalizable.

It is important to re-plan some variables in the research model on their relationship with the new variables.

The employees being satisfied with their jobs and working conditions, while affecting their career and life satisfaction this can also provide to be used as efficient and strategic competitive tool by their organizations. In this respect, labor is the most important production element in the cooperatives as in other organizations. For this reason, a cooperative employee who is contented with his job and work environment, high career and life satisfaction level obviously will contribute to the success of the cooperative enterprise.

AİLE DOSTU POLİTİKALARIN KARIYER TATMİNİ VE YAŞAM DOYUMU ÜZERİNDEKİ ETKİSİ: KOOPERATİF VE BANKA ÇALIŞANLARINA YÖNELİK BİR ARAŞTIRMA

1. GİRİŞ

Son yıllarda yönetim literatüründe “Aile Dostu Örgüt” kavramının ortaya çıktığı görülmektedir. Aile dostu örgüt, işgörenlerinin bir aile yaşamlarının olduğunu kabul eden, saygı gösteren, onların iş-aile dengesizliklerini gidermeye yönelik politikalar geliştirip uygulayan örgütlere verilen isimdir. Bu politikalar, destekleyici bir çalışma ortamının meydana getirilmesinde önemlidir. İşgörenlerin problemlerine çözümler üreten, işgörenlerinin katkı ve çabalarının göz ardı edilmediği ve mutluluklarının önemsendiği iş ortamları destekleyici bir örgüt yapısını ifade etmektedir (Doğru, 2019: 2699). Araştırmalar, destekleyici bir iş ortamında çalışan bireylerin iş tatmini ve örgütsel bağlılık düzeylerinin daha yüksek olduğunu, işten ayrılma niyetlerinin azaldığını, daha istekle çalıştıklarını ve verimliliklerinin arttığını ortaya koymaktadır (Circ, 2013: 3). Bu nedenle günümüzde örgütler, çeşitli aile dostu politikalar uygulamaktadırlar. İş bölüşümü, evden çalışma, esnek ve yarı zamanlı çalışma, annelik ve babalık izni, hastalık veya beklenmedik acil durumlarda verilen izinler (Kanten, 2013: 44), örgüt içi ya da örgüt dışı çocuk bakımı ile çocuk bakımı para destekleri (Haslett, Smith & Curry, 2008: 23), yaşlı ve engelli bakımı yardımları, özel sağlık sigortası gibi sağlık destekleri, yakacak ve gıda yardımları (Kanten, 2013: 45), aile danışmanlıkları, kişisel gelişim seminerleri ve zaman yönetimi eğitimleri (Çarıkcı, 2001: 132) bu politikalar arasında sayılmaktadır. Wickramasinghe & Jayaweera (2010), Schooreel, Shockley & Verbruggen (2017) araştırmalarında örgütsel desteğin kariyer tatminini pozitif yönde etkilediğini belirlemişlerdir. Aysan & Bozkurt (2004)’un araştırmalarında, çalışma ortamından memnun olan işgörenlerin yaşam doyum düzeyleri, memnun olmadığını belirtenlerden daha yüksek bulunmuştur. Mohamad & Mohamed (2012)’in araştırmalarında ise algılanan iş yaşamı kalitesi ile çalışanların yaşam doyum düzeyleri arasında pozitif yönde bir ilişki tespit edilmiştir. Bu doğrultuda araştırmanın amacı, aile dostu politikaların çalışanların kariyer tatminleri ve yaşam doyumları üzerindeki etkisini incelemektir. Araştırmanın hipotezleri aşağıda verilmiştir.

H₁: Destekleyici ve esnek çalışma koşulları çalışanların kariyer tatmin düzeylerini anlamlı olarak etkilemektedir.

H₂: Destekleyici ve esnek çalışma koşulları çalışanların yaşam doyum düzeylerini anlamlı olarak etkilemektedir.

- H₃: İzin düzenlemeleri çalışanların kariyer tatmin düzeylerini anlamlı olarak etkilemektedir.
H₄: İzin düzenlemeleri çalışanların yaşam doyum düzeylerini anlamlı olarak etkilemektedir.
H₅: Banka ve kooperatif çalışanlarının aile dostu politikalara ilişkin algıları farklılaşmaktadır.
H₆: Banka ve kooperatif çalışanlarının kariyer tatmin düzeyleri farklılaşmaktadır.
H₇: Banka ve kooperatif çalışanlarının yaşam doyum düzeyleri farklılaşmaktadır.

2. YÖNTEM

Araştırmanın örneklemini kooperatif ve banka sektörlerinde görev alan işgörenler oluşturmaktadır. Veriler anket tekniği ile elde edilmiştir. Araştırmanın yapıldığı dönemde, Tarım Kredi Kooperatifleri Tekirdağ Bölge Birliğine bağlı ve Tekirdağ ili sınırları içerisinde faaliyette bulunan 43 birim kooperatifte toplam 114, Tekirdağ Bölge Birliğinde ise 30 olmak üzere toplam 144 kişi çalışmaktadır. Anket formu kooperatif işgörenlerine elden dağıtılmıştır. Bölge birliğinden 23, birim kooperatiflerden ise 97 kişiden geri dönen ve geçerli kabul edilen toplam 120 adet anket formu (%83) araştırma kapsamına alınmıştır. Anket formu aynı zamanda Tekirdağ ilinde faaliyette bulunan 8 özel bankanın işgörenlerine, kolayda örnekleme yöntemiyle elden ve elektronik posta yoluyla dağıtılmıştır. Toplam 175 kişiye ulaşılmıştır. Fakat bu anketlerden 3 tanesi eksik cevaplanması nedeniyle geçerli kabul edilmemiş ve 172 adet anket formu (%98) araştırmaya dahil edilmiştir. Ancak istatistiksel analizler öncesi yapılan "uç değer analizi" sonucunda uç değerlere sahip veriler belirlenmiş ve 12 adet anket analizlerin dışında bırakılarak 280 adet anket formu (%95) değerlendirmeye alınmıştır. Araştırmada kullanılan ölçekler 5'li likert tipi (1= hiç katılmıyorum, 5= tamamen katılıyorum) ölçeklerdir. Aile dostu politikalar ölçeği Kanten (2013)'in çalışmasından alınmıştır. Ölçek, esnek çalışma koşulları, izin düzenlemeleri ve destekleyici koşullar olmak üzere 3 boyut ve 25 ifadeden meydana gelmektedir. Kariyer tatmini ölçeğinde Spurr vd. (2011)'nin; yaşam doyumunu ölçeğinde ise, Pavot & Diener (1993)'in çalışmalarından yararlanılmıştır. Ölçeklerin her ikisinde de tek boyut ile 5 soru bulunmaktadır. Analizler SPSS 20 ve Lisrel 8.80 programları kullanılarak yapılmıştır.

3. BULGULAR

Aile dostu politikalar ölçeğine yapılan açıklayıcı faktör analizi sonucunda, özdeğeri 1'den büyük iki farklı faktöre ulaşılmıştır. Birinci faktöre "İzin Düzenlemeleri" adı verilmiş ve faktör yükü 0,50'nin altında olan 5 madde ölçekten çıkarılmıştır. İkinci faktör "Destekleyici ve Esnek Çalışma Koşulları" olarak isimlendirilmiş, faktör yükü 0,50'nin altında olan 12 madde ölçekten çıkarılmıştır. Maddeler 0,575 ile 0,822 arasında değişmektedir. Kariyer tatmini ve yaşam doyumunu ölçeklerine uygulanan açıklayıcı faktör analizi sonucunda her iki ölçekte de tek faktörlü yapıya ulaşılmıştır. Kariyer tatmini ölçeğine ilişkin maddelerin faktör yükleri 0,832 ile 0,939 arasında; yaşam doyumunu ölçeğinin maddeleri ise 0,755 ile 0,798 arasında değişmektedir. Açıklayıcı faktör analizi sonrasında yapılan doğrulayıcı faktör analizi sonuçları, tüm uyum iyiliği indekslerinin kabul edilebilir sınırlarda olduğunu göstermektedir. Yapısal modele ilişkin yol analizinde, aile dostu politikaların destekleyici ve esnek çalışma koşulları boyutunun kariyer tatminini ($\beta = -0.30$; $t = -3.65$; $p < 0,01$) negatif yönde anlamlı; yaşam doyumunu ($\beta = -0.27$; $t = -2.96$; $p < 0,01$) ise yine negatif yönde anlamlı olarak etkilediği bulgulanmıştır. Bu doğrultuda araştırmanın H1 ve H2 hipotezleri desteklenmiştir. Aile dostu politikaların izin düzenlemeleri boyutunun ise kariyer tatminini ($\beta = 0.30$; $t = 4.18$; $p < 0,01$) ve

yaşam doyumunu ($\beta = 0.16$; $t = 2.09$; $p < 0,05$) pozitif yönde anlamlı olarak etkilediği tespit edilmiştir. Böylelikle araştırmanın H3 ve H4 hipotezleri desteklenmiştir. Kooperatif ve banka çalışanlarının, örgütlerindeki aile dostu politika uygulamalarına ilişkin kariyer tatmini ve yaşam doyumunu algılarının farklılaşma düzeyini test etmek amacıyla t-testi yapılmıştır. Aile dostu politikaların her iki boyutu içinde grupların ortalamaları arasında anlamlı bir farklılık bulunamamış ve H5 hipotezi desteklenememiştir. Kariyer tatmin düzeylerinin karşılaştırılmasına yönelik yapılan t-testi sonucunda kooperatif çalışanlarının kariyer tatmin düzeyleri banka çalışanlarına göre daha yüksek bulunarak H6 hipotezi desteklenmiştir. Ayrıca elde edilen diğer bir bulgu kooperatif çalışanlarının yaşam doyum düzeylerinin banka çalışanlarına göre daha yüksek olduğudur. H7 hipotezi kabul edilmiştir.

4. TARTIŞMA

Araştırma sonucunda elde edilen bulguların genel olarak literatürce desteklendiği görülmektedir. Aile dostu politikaların destekleyici ve esnek çalışma koşulları boyutunun kariyer tatminini ve yaşam doyumunu negatif yönde anlamlı olarak etkilediği belirlenmiştir. Bu bulgular araştırmanın yapıldığı örgütlerde, destekleyici ve esnek çalışma koşullarının olumsuz algılandığını göstermektedir. Aile dostu politikaların izin düzenlemeleri boyutunun ise kariyer tatminini ve yaşam doyumunu pozitif yönde anlamlı olarak etkilediği tespit edilmiştir. Araştırmanın yapıldığı örgütlerde, aile dostu politikaların izin düzenlemelerine ilişkin boyutu işgörenler tarafından olumlu olarak algılanmaktadır. Bu doğrultuda, bağımsız değişken olan aile dostu politikaların, bağımlı değişkenler olan kariyer tatmini ve yaşam doyumunu etkilediği ortaya konulmuştur. Dikmen (1995), Aysan ve Bozkurt (2004), Kaya (2012), Mohamad & Mohamed (2012), Wickramasinghe & Jayaweera (2010), Schooreel, Shockley & Verbruggen (2017) araştırmalarında, örgütlerinden destek gördüklerini düşünen ve çalışma ortamından memnun olan çalışanların kariyer ve yaşam doyumunu düzeylerinin daha yüksek olduğunu ortaya koymuşlardır. Choi & Ahn (2017) yaptıkları çalışmada, aile dostu politikaların evli kadınların çalışma hayatına olumlu etkileri olduğunu, iş doyumlarını, örgütsel bağlılıklarını ve iş-yaşam doyumlarını artırdığını belirlemişlerdir. Feeney & Stritch (2019) çalışmalarında, esnek zamanın iş-yaşam dengesini mümkün kılması nedeniyle kadınlarda önemli bir aile dostu politika olduğunu ortaya koymuşlardır. Kanten (2013) ise yaptığı çalışmada, aile dostu politikaların olumsuz algılanmasının çalışanların yaşam doyumunu azalttığını bulmuştur.

SONUÇ

Aile dostu politikaların çalışanların kariyer tatminleri ve yaşam doyumları üzerindeki etkisini incelemek amacıyla gerçekleştirilen bu çalışmada, elde edilen bulgular ışığında bazı sonuçlara ulaşılmıştır. Bu doğrultuda araştırmanın yapıldığı örgütlerde uygulamaya konulan insan kaynakları politikalarının yeniden ele alınmasının ve aile dostu kurum kültürü meydana getirecek uygulamaları hayata geçirmelerinin önemli olduğu düşünülmektedir. Her iki sektörde yer alan işgörelere işleri ile ilgili bazı eğitimler verilmektedir. Ancak onlara kişisel gelişim, ebeveynlik, zaman yönetimi gibi eğitimlerin verilmesi, aile danışmanlığı gibi destek programlarının uygulamaya konulması işgörelere iş ve aile yaşamlarındaki dengeyi kurabilmelerine yardımcı olurken, işgörelere aile yaşamlarına saygı gösteren ve bu konuda destekleyici bir örgütte çalıştıkları algısını oluşturabilir. Ayrıca bağımlı bakımı yardımlarının

alanı genişletilerek işgörenlere, engelli ve yaşlı bakımı yardımları da sağlanabilir. Bankacılık sektöründe kalifiye işgören sayısı fazla olmakla birlikte yoğun çalışma saatleri, düşük ücretler, hedef baskısı gibi nedenlerle çalışma koşulları zordur. Bu nedenle banka işgörenlerinin çalışma koşullarının gözden geçirilmesi ve görülen aksaklıkların giderilmesi kariyer tatmini ve yaşam doyumu düzeylerini olumlu yönde etkileyecektir. Araştırmanın farklı sektörlerde ve daha büyük örneklem üzerinde uygulanması, daha kapsamlı bilgilere ve genellenebilir sonuçlara ulaşılmasını sağlayabilir. Ayrıca aile dostu politikalar konusunun farklı değişkenlerle ele alınarak incelenmesi, araştırmacılara farklı bakış açıları kazandırabilecektir. İleride yapılacak araştırmalarda bu kısıtların giderilmesi önerilebilir. İş ve çalışma koşullarından memnuniyet duyan işgörenlerin kariyer tatminleri ve yaşam doyumu düzeyleri olumlu yönde etkilenecektir. Kariyer tatmini ve yaşam doyumu yüksek bir işgörenin örgütleri için stratejik bir rekabet aracı olacağı ve örgütün başarısına katkı sağlayacağı açıktır. Kooperatif işletmeler için de en önemli üretim faktörü emektir. Kooperatif işletmeler üzerine yapılan çalışmalarda konunun genellikle ortaklar üzerinden ele alındığı görülmektedir. Bu bağlamda kooperatif çalışanlarını ele alan bu araştırmanın literatüre katkı sağlaması umulmaktadır.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA/ EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Funda ER ÜLKER Gülen ÖZDEMİR
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Funda ER ÜLKER Gülen ÖZDEMİR
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Funda ER ÜLKER
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Funda ER ÜLKER Gülen ÖZDEMİR
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Funda ER ÜLKER