

Beyond Family-Friendly Organizations: Life-Friendly Organizations -Organizational Culture of Life-Friendly Organizations

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Abstract

In this study it is analyzed that which organizational culture more supports the life-friendly practices of the organizations. Three components of life were assessed: family life(child-care, elder-care, flexi-hours etc.), social life(social environment, meetings with friends etc.) and personal life(health-care, self-development etc.) On the other hand four types of organizational culture assessed: clan culture, hierarchy culture, adhocracy culture and market culture. We conducted the study in the health sector, in Elazığ-Turkey. Hospital personnel is questioned about their organizational culture and life-friendly practices of their organization. We applied regression analysis and found that there is significant model for all three components of life (family, social and personal) and organizational culture. Clan culture is the most important independent variable for family oriented, social life oriented and self-oriented practices of the organization. Also we conducted comparison analysis to assess whether perception of personnel about life friendly practices and organizational culture of the organization change according to demographic variables.

Key Words: Life-friendly organizations, organizational culture, work-life balance

Introduction

In the literature it is possible to find many researches about family-friendly organizations and work-life balance. Some of those researches are mentioned below in this study also. But we don't meet with the term of life-friendly organizations in the literature. In this study we aim to bring together all parts of the life; namely work, family and personal life. In short, we look the organizations not only from family-friendly practices but also social and personal life practices. In addition to this, we try to investigate which organizational culture(clan, hierarchy, adhocracy, market), supports the life-friendly practices. The originality/value of this study comes from not only focusing on family-friendly applications of the organizations but also private and social life of the employees.

1. Life Friendly Organizations

Life friendly organization (LFO) concept includes some concepts such as family-friendly organizations, family-friendly benefits, work-family balance, work-life balance, work-family conflict, work-family culture etc. Since the main subject of this study is life-friendly organizations, we much focus on life balance. We don't detail the family-friendly applications of organizations. Instead we try to analyze how organizations support their employees in whole life, mainly in three basic areas, family life, social life and private life.

Work-life balance is satisfaction both at work and at home with a minimal degree of role conflict. (Clark, 2000). According to Greenblatt(2002) work-life balance is, lacking of undesired conflict between work and non-work demands. From an employee viewpoint work -life balance is trying to deal with work requirements and personal/family needs. From an employer viewpoint trying to supply a work environment to their employees in which they can concentrated on their jobs and work effectively.(Lockwood, 2003,3)

Greenhaus J. H., et al, demonstrated the usefulness of conceptualizing three components of balance (time, involvement and satisfaction).

Time balance is equal time devoted to work and family, involvement balance is equal involvement in work and family, satisfaction balance is equal satisfaction with work and family. Also they revealed that work-family conflict and stress as a mechanism explain the relationship between balance and well-being.(2003, p.528)

For some scholars such as Aycan et al(2007) work-life balance also include life-balance which means, in three basic areas of life(work, family, and personal) satisfying the demands successfully.

First part of the life, work, is essential to earn money to live. "In the past, from the human relations school of the 1930s to the behavioural psychology interventions of the 1950s to the socio-technical systems of the 1970s, solutions to debilitating work were sought in job redesign and better management that aimed at "humanising" the workplace." Today, mostly, practice offered by employers is not to shorten working hours but to provide employees with more flexibility in their working hours, for example by part-time working or flexi-hours. (Eikhof, D.R., et al, 2007, 326) Lee et al.(2011) mention about "reduced-load" or "new concept part-time" work among professionals(Benko and Weisberg, 2007; Hill et al., 2004; Meiksins and Whalley, 2002) in their study. It means a reduction in work hours and load (e.g. three day, four day week) besides proportional cut in pay, also available sustaining a career and yet having enough time for personal and family life.

Clark C.S. searched the relations between flexibility of working hours, flexibility of the work itself, supportive supervision and work-family balance. As a result it is noted that, flexibility of the work itself was associated with increased work satisfaction and increased family well-being and supportive supervision increased employee citizenship. Flexibility of working hours was unassociated with any work and family satisfaction. She found in her study that, work/family balance was lower when employees had a large number of children and supportive supervision. (2001, p.348) Moore F.,(2007) states that flexible working practices creates work-life balance. Work-life balance ensures company loyalty and positive attitudes of employees to the work.

Bourhis A. and Mekkaoui R. found that family friendly practices in the organizations have a main effect on attractiveness. Personal leaves and flexible scheduling had highest scores on attractiveness. Also corporate reputation have a significant main effect on attractiveness. (2010, p.116)

Second part of the life, family, is the source of the live. In the new millennium, diversity of family structures represented in the workforce has increased. So, human resource professionals should understand the interface of work and family relationships and its results in the organization. In a 2001 survey conducted by the Radcliff Public Policy Center, 82% of men and 85%of women ages 20 to 39 placed family time at the top of their work/life priorities. In a 2001 study by Rutgers University and the University of Connecticut, 90% of working adults said they are concerned they do not spend enough time with their families. (Lockwood N.R., 2003, p.3)

Family-friendly practices applied by organizations are generally; on-site child care, generous personal leaves, flexible scheduling, teleworking.(Bourhis A. and Mekkaoui R., 2010; Kossek E.E., 2011,354; Kossek E.E 2006) Depending on the studies of Grover and Crooker(1995) and Lambert(2000) it is possible to categorize family-friendly practices in four groups: 1)Flexible work arrangements 2)Child care-dependent care-elder care 3)time off (parental, maternity, family, personal leave) 4)employee assistance programs and counselling. It is found that family-friendly practices increase the loyalty of employees to the organization, job satisfaction and organizational citizenship behaviors.(Grover and Crooker,1995; Lambert, 2000; Kossek 2011.) So formal family supportive policies of organizations increase day by day.(Glass, J., and Fujimoto, T., 1995; Goodstein, J. D, 1994; Ingram P. and Simons T., 1995; Kelly, E. L. and Dobbin F.,1999; Milliken F. J.et al., 1998; Osterman, P., 1995)

People desire to spend the remaining time from the work and family to personal, private life. In previous studies "myself" is ignored. Because "myself" is assumed extension of family and work especially untill middle age. People describes himself/herself namely "myself" with his/her family and work. After middle age people concern about their health, question himself/herself, realize "myself", role of family and work decreases and independent "myself" occur. So work-family-myself balance should be investegeted in future studies.(Aycan, 2007, 29)

Breaugh J.A.and Frye K. N., state in their study that, there is not a strong relationship between employer providing family-friendly benefits and employees making use of them. Even if there is formal work-family policies and programs in the organization, managers may subvert them by refusing employees desires or by applying the policies unevenly.

Earlier, researchers have focused on whether a supervisor supported the use of a specific family-friendly benefit offered by the organization. But more recently, overall family-supportiveness of a supervisor is focused by the researchers. A family-supportive supervisor is defined by Allen as follows: “he/she is sympathetic to the employee’s desires to seek balance between work and family and who engages in efforts to help the employee accommodate his or her work and family responsibilities”. (2007, p.38)

Hammer et.al.(2009), defines the family supportive supervisor behaviors as, “behaviors exhibited by supervisors that are supportive of families”. Supervisor can show this behavior in four dimensions: emotional support, instrumental support, role modeling behaviors, creative work-family management. Supervisor social support reduce the negative effect of family-work stressors and increase the job satisfaction and positive work-family relation.(Thomas and Ganster, 1995; Thompson and Prottas, 2005) Unfortunately, Kossek(2011) mentions about a study that represents the reality of applications. According to a 2011 study of American Psychological Association only 36% of U.S. workers(which was 42% in 2009) are satisfied with the manner in which their employers assist them in balancing work-life and personal demands. Also increasing number of employees are not satisfied with work-family benefits.

If there is no life balance, it is obvious that some problems arise in people’s life. Ayca et al (2007), groups these problems in three life areas; *personal problems*(psychologic and psychosomatic problems, dissatisfaction of life), *family problems*(marital dissatisfaction, problems in relation to children, role dissatisfaction, problems in relationship with friends and social environment) and *work problems*(absenteeism, tendency to leave, decrease in job satisfaction and organizational commitment, role dissatisfaction, decrease in motivation, unproductiveness in team work and decrease in work performance). Also work-family conflict is the main problem that leads to unbalance of life. Greenhaus(1985) states that work-family conflict exists in three situation. Firstly, if time devoted to the needs of one role makes it difficult to fulfill the needs of other role; secondly, strain from having one role makes it difficult to fulfill requirements of other role; thirdly, specific behaviors expected by one role make it difficult to fulfill the requirements of another. Kossek E.E and Ozeki C.(1999), states that, most researches assume that use of family supportive policies by organizations will reduce work-family conflict. Also family-friendly organizational structure will decrease the stress especially for working women and increase the work performance.

Organizational Culture

Organizational culture includes a range of symbol, ceremony and myth. All of these reflects the beliefs and values of the organization to the employees. (Ouchi, 1987, 45) Internal work culture of an organization is constructed by two essential organizational elements: the task and the employees. Managerial assumptions related to the task concentrated on the nature of the task and how it can be best accomplished; those related to the employees concentrated on the employee nature and behavior. (Ayca et al., 1999, 502)

Culture consists of unwritten rules and it represents the emotional side of the organization. Everyone participate in the culture but culture generally process unrealized by everyone. Organizations realize the culture when they attempt to applicate new and different strategy or program which are opposite of the fundamental cultural norms and values.(Daft, 2004, 361) Schneider S.C.(1988,231), implies that organizational culture provide cohesiveness and coherence inside the organization and resembles it to “glue” which brings and holds people together.

Organizational culture described by Hofstede (1998) as “The collective programming of the mind which distinguishes the members of one organization from another.” So, organization’s culture is assumed to reside in the mind of all the personell of the organization not only in the minds of its managers or chief executives.

The first study about culture in the management literature is konown as “The Changing Culture of a Factory, Elliott Jaques, 1951, England” (Hofstede, 2001) It is noted that, organizational culture is first described in the literature by Pettigrew with his study namely “On Studying Organizational Cultures” published by Administrative Science Quarterly.(Hofstede, 2001; Scott et al, 2003) Various approaches and studies about organizational culture are; Ouchi (Theory Z,1981), Peters and Waterman (In Search of Excellence, 1982), Deal and Kennedy (Corporate Cultures, 1982), Schein (Organizational Culture and Leadership, 1984).

Classifications about organizational culture differs according to researchers' theoretical models. (Erdem, R. 2007, 64) In this study, classification depends on organizational control approach. In the organizations there are formal and informal control processes and both of them should be applied together. (Moore and Mula, 2000). Ouchi developed organizational control model based on "process cost" and stated that three different control mechanism is necessary to control process cost in the organization. Those are: market, bureaucratic, and clan control.(Ouchi, 1980)

Market control depends on economy. To assess the outputs and productivity of an organization price based control system is applied. Relationship of organization and the employees designed according to cohesive agreements about the wages. According to bureaucratic control approach, process costs controlled by authority and hierarchy. There are commands, written rules, job descriptions, standardization in the bureaucratic control. In the clan control mechanism, shared mission, common goals, trust and cooperation, commitment as such social issues are important. (Ouchi, 1980; Wilkins and Ouchi, 1983; Daft, 2004)

Types of Organizational Culture

Referring the Ouchi(1980) organizational control classification mentioned above, organizational culture classifications occurred. In Cameron and Quinn model's namely "competing values framework", there is internal focus on left hand side of the horizontal axis and external focus on right hand side of the axis. On the upper side of the vertical axis there is flexibility and dynamism, on down side of the axis there is stability and control. Intersection of these axis constitute four types of organisational culture: clan, hierarchy, adhocracy and market. (Bendixen and Burger 1998; Dastmalchian et al, 2000; Dosoglu-Guner, 2001; Berrio, 2003; Pennington et al, 2003; Stoica et al 2004; Daft, 2004; Jones et al, 2005)

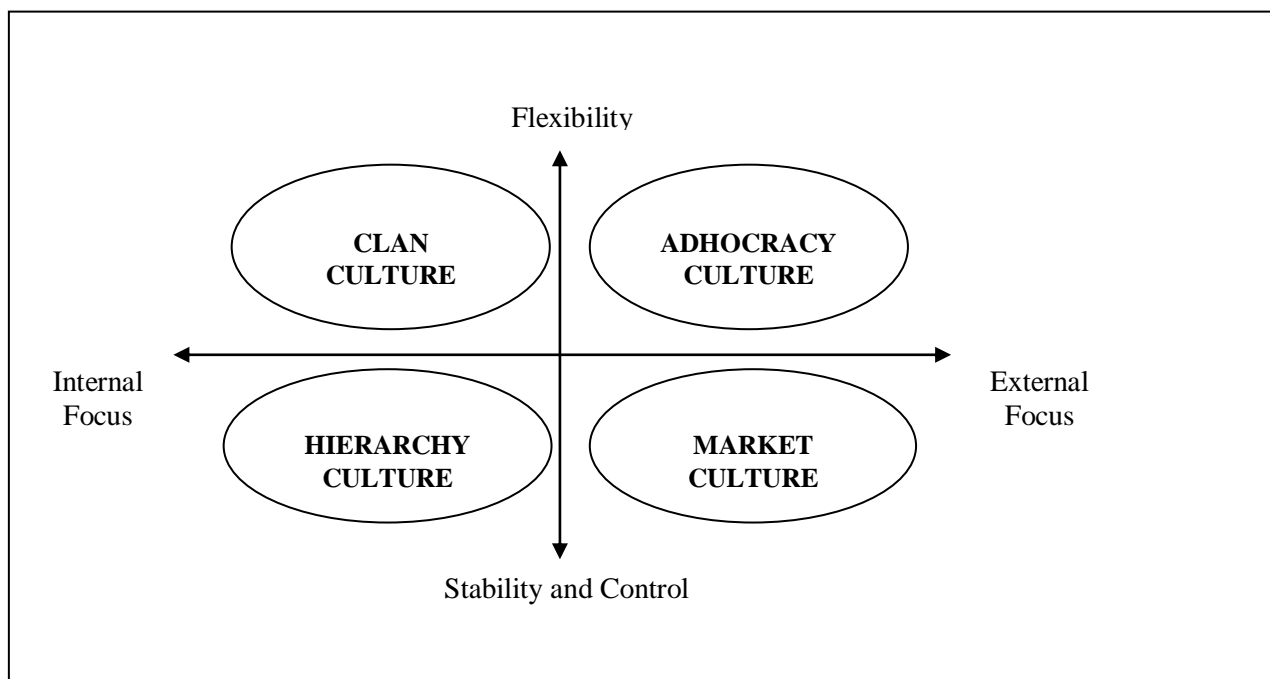


Figure 1. The Competing Values Framework

Source: Adapted from Quinn, R. E. and Rohrbaugh, J. (1983). 'A Spatial Model of Effectiveness Criteria: Toward a Competing Values Approach to Organizational Analysis'. *Management Science*, 29, pp 367.

The adhocracy culture places a great deal of emphasis on flexibility and external focus. Its ability to adapt change and meet new challenges with a big emphasis on growth and resource acquisition. The market culture focused on creating competitive advantage through market transactions. This type of culture is results oriented, concentrated on increasing market share and highly competitive. The hierarchy culture is shaped by a formalised organisational culture with internal control maintained by centralised decisions. In this type of culture it is focused on stability, predictability and efficiency. In the clan culture the emphasis is on flexibility and internal focus.

This type of culture resembles to a family, due to characteristics such as teamwork, participation and corporate commitment to employees.(Adler J. S., Zhu J. C., pp.3)

In hierarchy culture bureaucracy mechanism is dominant. According to Ouchi(1987, 74), bureaucracy mechanism tells to employees “perform not your desires, but our desires, because we pay you for this reason”. So sense of autonomy decrease and purposelessness occur. In clan control mechanism there are common goals, shared values, trust and cooperation and commitment among employees. (Ouchi, 1980)

Method

The main aim of this study is to analyze the relationship between organization culture and life-friendly practices. Sample of the study is composed of 357 personnel of four different hospital in Elazığ, Turkey. To assess the organizational culture of the hospitals the scale of Deshpande et al.(1993) is used which is based on the model of Cameron and Quinn. A few corrections are made to the scale to be able to adapt it to hospital personnell. Four types of organizational culture; clan, adhocracy, hierarchy and market; are assessed with four dimensions (type of the organization, the link that holds the personnel together, leadership and strategic emphasis og the organization) Another scale is used to assess the life friendly strategies of the hospital. Scale is developed by the authors depending on the literature. There are three dimensions in the scale namely family life, social life and in the last part personal life. Totally 29 questions are asked about life friendly strategies and 16 questions about the organizational culture of the hospitals. According to five point Likert scale respondents stated their opinion from “totally disagree”(1) to “totally agree”(5)

Results

Table 1: Demographic Analysis

Variables	Frequency	Percent %
Occupation		
Physician/Nurse	137	42.2
Administrative personnel	75	23.1
Other health personnel	79	23.3
Other personnel	34	10.5
Gender		
Male	94	27.7
Female	245	72.3
Age (Year)		
- 30	68	22.1
31-40	127	41.2
41 +	113	36.7
Marital Status		
Married	225	69.4
Single	95	29.3
Education		
High school	136	41.3
Associate degree	139	42.2
University and upper	54	16.4
Job Experience (Year)		
- 9	167	51.4
10 +	158	48.6
Total	357	100.0

According to demographic variables of the hospital personnel most of them are health personnel, nurse, doctor, physician.. (totally 65,5%). Most of the personnel is women (72,3%) and married(69,4%). 22,1 % of the personnel aged 30 and under, 41,2% of them aged between 31 and 40, 36,7% of them are above 41 age. 41,3% of the personnel graduated from highschool or equilibrium of it. 42,2% of them have associate degree which means they had 2 years education in university. 16,4% of them studied at laest 4 years or more at the university and graduated. 51,4% of the personnel worked for the hospitals 9 years or less. 48,6% of them worked for at least 10 years or more.

Table 2: Psychometric Specialities of the Questionnaires Used in the Analysis

Questionnaires	Item	Max-Min	Mean	Std. Deviation	Cronb. Alfa
Life Friendly Practices					
Family oriented	17	1-5	2.759	1.283	0.949
Social life oriented	7	1-5	2.742	1.226	0.879
Self oriented	5	1-5	3.058	1.254	0.894
Organizational Culture Types					
Clan culture	4	1-5	2.822	1.254	0.878
Adhocracy culture	4	1-5	3.072	1.122	0.845
Hierarchy culture	4	1-5	3.330	1.128	0.652
Market culture	4	1-5	3.476	1.153	0.779

Dimensions of the questionnaires have Cronbach alfa value between 0,65 and 0,95 which means the scales are reliable. Among the life friendly practiceses personnell mostly satisfied about personal life-self oriented practiceses. On the other hand personnell states that the most occurred culture is the market culture in their organizations.

Table 3: Statistical Comparisons of Life Friendly Practices According to Demographic Variables

Variables	Life friendly practices		
	Family oriented	Social life oriented	Self oriented
Gender	Mean (SD)	Mean (SD)	Mean (SD)
Male	2.649 (1.259)	2.940 (1.235)	3.311 (1.168)
Female	2.818 (1.294)	2.671 (1.230)	2.971 (1.278)
<i>Comparisons</i>	t=-1.082 p=0.280	t=1.799 p=0.073	t=2.244 p=0.025
Age (Year)			
- 30	3.301 (1.200)	3.064 (1.125)	3.287 (1.086)
31-40	2.634 (1.298)	2.598 (1.224)	2.898 (1.290)
41 +	2.704 (1.335)	2.856 (1.289)	3.266 (1.262)
<i>Comparisons</i>	F=6.467 p=0.002	F=3.405 p=0.034	F=3.459 p=0.033
Marital status			
Married	3.015 (1.276)	2.838 (1.152)	3.116 (1.174)
Single	2.687 (1.285)	2.271 (1.251)	3.063 (1.282)
<i>Comparisons</i>	t=2.089 p=0.037	t=0.817 p=0.414	t=0.346 p=0.729
Education			
Highschool	2.591 (1.322)	2.580 (1.254)	2.928 (1.300)
Associate degree	2.819 (1.263)	2.776 (1.178)	3.118 (1.189)
University and upper	3.148 (1.253)	3.110 (1.264)	3.342 (1.295)
<i>Comparisons</i>	F=3.741 p=0.025	F=3.676 p=0.026	F=2.238 p=0.108
Job Experience(Year)			
- 9	2.842 (1.232)	2.747 (1.172)	3.060 (1.175)
10 +	2.700 (1.361)	2.772 (1.305)	3.115 (1.340)
<i>Comparisons</i>	t=0.988 p=0.324	t=-0.176 p=0.860	t=-0.391 p=0.696

According to t-test analysis there is a significant difference(p=0,025) between male and female personnell's opinion about the self-directed life practices of the organizations. Male personnell mostly agree that the organization respects the personnell's private life and allow enough facilitation to the personnell for their personal needs. On the other hand there is no significant difference between male and female personnell's opinion about the family and social life oriented practices of the organizations.

According to ANOVA test there is significant difference among the all age groups. ($p < 0,05$) The difference especially occurs at the age 30 and under. So young generation thinks that the organization have life friendly practices for its personnell. The reason of it may depend on that young people have less responsibilities compared to elder people. Since they are mostly single or have one or two little children. They have less expectation from the organization since they spent less years in the organization than elder personnell. But elder personnell have more expectation from the life and demand support from the organization. Since the age increase health problems occur, so need to self-care increase. Also elder parents of the personnell may need care. Elder personnell expects more life-friendly practices since they served to the organization for long years. When they can't face their expectations from the organization they are frustrated as it is seen in our analysis results above.

About the family friendly practices of the organization married people are more satisfied than single personnell ($p = 0,037$). Married personnell may have children and organization may have some facilities for child-care. So married personnell are more positive than single personnell. But for social and self-oriented practices of the organization there is no significant difference between single and married personnell.

Comparison of the personnell according to education implies that there is a statistically significant difference for family oriented and social oriented practices of the organization. University and upper graduates state that the organization supports the family and social life of the personnell. But the people who have associate degree and high education degree don't agree with this opinion. Maybe the organization have some practices which are applied to only higher level personnell and lower level personnell are not satisfied with this situation.

According to job experience there is no significant difference between the personnell worked lower than nine years and higher than ten years about the family, social and self oriented practices of the organization.

Table 4: Statistical Comparisons of Organizational Culture According to Demographic Variables

Variables	Clan culture	Adhocracy culture	Hierarchy culture	Market culture
Gender	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Male	3.152 (1.261)	3.169 (1.088)	3.330 (1.158)	3.368 (1.214)
Female	2.713 (1.244)	3.048 (1.150)	3.335 (1.130)	3.528 (1.139)
Comparisons	t=2.893 p=0.004	t=0.881 p=0.379	t=-0.034 p=0.973	t=-1.132 p=0.258
Age (Year)				
- 30	3.250 (1.084)	3.455 (1.032)	3.677 (0.979)	3.712 (1.055)
31-40	2.696 (1.311)	2.851 (1.167)	3.240 (1.126)	3.287 (1.131)
41 +	2.925 (1.269)	3.228 (1.112)	3.314 (1.174)	3.641 (1.215)
Comparisons	F=4.373 p=0.013	F=7.231 p=0.001	F=3.585 p=0.029	F=4.196 p=0.016
Marital status				
Married	2.984 (1.282)	3.228 (1.113)	3.432 (1.066)	3.568 (1.123)
Single	2.771 (1.258)	3.035 (1.145)	3.307 (1.165)	3.482 (1.177)
Comparisons	t=1.373 p=0.171	t=1.386 p=0.167	t=-0.899 p=0.369	t=0.604 p=0.547
Education				
Highschool	2.817 (1.358)	3.001 (1.153)	3.071 (1.215)	3.323 (1.276)
Associate degree	2.784 (1.197)	3.079 (1.111)	3.511 (1.048)	3.580 (1.083)
University and upper	3.000 (1.157)	3.370 (1.148)	3.602 (0.986)	3.709 (1.030)
Comparisons	F=0.589 p=0.556	F=2.060 p=0.129	F=7.131 p=0.001	F=2.791 p=0.063
Job Experience (Year)				
- 9	2.957 (1.240)	3.199 (1.053)	3.418 (1.059)	3.549 (1.084)
10 +	2.732 (1.282)	3.001 (1.212)	3.283 (1.186)	3.433 (1.220)
Comparisons	t=1.608 p=0.109	t=1.573 p=0.117	t=-0.081 p=0.281	t=0.910 p=0.364

According to t-test analysis there is a significant difference($p=0,004$) between male and female personnell’s opinion about the clan culture of the organizations. Male personnell mostly agree that the organization have the clan culture. On the other hand there is no significant difference between male and female personnell’s opinion about the adhocracy, hierarchy and market culture of the organizations.

According to ANOVA test there is significant difference among the all age groups. ($p<0,05$) The difference especially occurs at the age 30 and under. This age group more agree than the elder age group about the statements related with the clan, adhocracy, hierarchy and market culture of the organizations. This result may related with the education level or job or any other factor of the respondents.

There is no statistically significant difference between the married and single personnell about the all four types of organizational culture.

Comparison of the personnell according to education implies that there is a statistically significant difference for hierarchical culture of the organization. University and upper graduates state that the organization reflects hierarchy culture. But the people who have associate degree and high education degree don’t agree with this opinion. Since the education level getting higher the personnel make criticism about the organizational applications and think that the hierarchical theme of the organization increase. There is no significant difference among the personnell according to education for other three types of culture, namely clan, adhocracy and market culture.

According to job experience there is no significant difference between the personnell worked lower than nine years and higher than ten years about the clan, adhocracy, hierarchy and market culture of the organization.

Table 5 : The Effect of Organizational Culture on the Family-Oriented Practices

Organizational culture	Model Sum.	Coefficients			ANOVA	
	R ²	β	t	p	F	p
Clan culture	0.369	0.376	6.669	< 0.000	51.361	< 0.000
Adhocracy culture		0.189	2.954	0.003		
Hierarchy culture		0.008	0.129	0.897		
Market culture		0.140	2.493	0.013		

According to regression analysis of organizational culture and family oriented practices of the organization there is a significant model($p<0,000$).

We analysed the four types of organization culture individually and β values show clan culture is the most important independent variable and there is a significant positive relationship between clan culture and family oriented practices of the organization.(β=0,376; t=6,669; p<0,000) It is known that the managers in the clan culture are interested in not just the situation of their personnel in the organization but also family life of them. So clan culture is the most expected culture whic is related with the family life.

Another independent variable adhocracy culture also predicts the family friendly practices and there is a significant positive relationship between adhocracy culture and family directed practices of the organization.(β=0,189; t=2,954; p=0,003). Lastly, independent variable market culture predicts the family directed practices and there is a significant positive relationship between market culture and family directed practices of the organization (β=0,140; t=2,493; p=0,013). The common specialities of the market and adhocracy culture is their extrovert structure. To increase the productivity and innovation in the organization the managers may incline the family life of their personnel. For hierarchy culture there is no significant relationship between hierarchy culture and family directed practices of the organization.

This model explains the 36,9% ($R^2=0.369$) of the change in family oriented practices of the organizations.

Table 6 : The Effect of Organizational Culture on the Social Life Oriented Practices

Organizational culture	Model Sum.	Coefficients			ANOVA	
	R ²	β	t	p	F	p
Clan culture	0.435	0.478	8.966	< 0.000	67.634	< 0.000
Adhocracy culture		0.053	0.876	0.382		
Hierarchy culture		0.129	2.317	0.021		
Market culture		0.111	2.099	0.037		

According to regression analysis of organizational culture and social life oriented practices of the organization there is a significant model ($p < 0,000$).

We analysed the four types of organization culture individually and β values show clan culture is the most important independent variable and there is a significant positive relationship between clan culture and social life oriented practices of the organization. ($\beta = 0,478$; $t = 8,966$; $p < 0,000$) Since the clan culture has a tendency to accept the person as whole with his/her social life the result is an expected result.

Another independent variable hierarchy culture also predicts the social life oriented practices and there is a significant positive relationship between hierarchy culture and social life oriented practices of the organization. ($\beta = 0,129$; $t = 2,317$; $p = 0,021$). Lastly, independent variable market culture predicts the family directed practices and there is a significant positive relationship between market culture and social life oriented practices of the organization ($\beta = 0,111$; $t = 2,099$; $p = 0,037$). Both of the results may seen as unexpected results but it may be related with the organization itself which in the questionnaires applied for this study.

For adhocracy culture there is no significant relationship between adhocracy culture and social life oriented practices of the organization.

This model explains the 43,5% ($R^2 = 0.369$) of the change in social life oriented practices of the organizations.

Table 7: The Effect of Organizational Culture on the Self-Oriented Practices

Organizational culture	Model Sum.	Coefficients			ANOVA	
	R ²	β	t	p	F	p
Clan culture	0.443	0.454	8.630	< 0.000	71.788	< 0.000
Adhocracy culture		0.160	2.665	0.008		
Hierarchy culture		0.108	1.971	0.050		
Market culture		0.054	1.030	0.304		

According to regression analysis of organizational culture and self-oriented practices of the organization there is a significant model ($p < 0,000$).

We analysed the four types of organization culture individually and β values show clan culture is the most important independent variable and there is a significant positive relationship between clan culture and self-oriented practices of the organization. ($\beta = 0,454$; $t = 8,630$; $p < 0,000$) Resembles with the family oriented and social oriented applications clan culture take cares of personal needs of its personnel. As it is mentioned above it depends on the characteristics of the clan culture accepting the person as a whole with his/her all life.

Another independent variable adhocracy culture also predicts the self-oriented practices and there is a significant positive relationship between adhocracy culture and self-oriented practices of the organization. ($\beta = 0,160$; $t = 2,665$; $p = 0,008$). Innovation, self development as such concepts are important in organizations in which there is adhocracy culture. It is a usual result that the organization supports the self-development and self-interests of its personnel.

Since the $p = 0,050$ is not lower then 0,050 it is interpreted as there is not a significant relationship between hierarchy culture and self-oriented practices of the organization ($\beta = 0,108$; $t = 1,971$; $p = 0,050$). For market culture there is no significant relationship between market culture and self-oriented practices of the organization.

This model explains the 44,3% ($R^2 = 0.443$) of the change in self-oriented practices of the organizations.

Conclusion and Discussion

Human is the main factor in the organizations for success and the productivity. So well being and happiness of the personnel is very important and organizations realize it. For this reason organizations adapt various applications for their personnel. Mostly used system by the organizations is family-friendly applications. Most of the studies in the literature is also related with family-friendly organizations. But it is not enough for the satisfaction of the personnel. Because human is a social being and also needs self development. So we composed the three dimensions of the life (family, social life and personal needs) and named it life friendly practices.

We applied questionnaires to 357 hospital personnel in Elazığ-Turkey. We asked questions about their family life and how their organization work in it supports them. For example whether the organization helps the personnel to solve the family problems or supply child-care, elder care facilities, apply flexi hours, comply with maternal rights etc. We also asked questions about their social life and how their organization work in it supports them. For example whether the organization allow enough time to its personnel for their social activities and respect them. Whether the personnel turned into an asocial individual because of his/her intense working hours. In the last part we asked the hospital personnel whether their organization respects to their personal life, supports self-development, health-care activities such as sport, herbal assistance etc. Whether the personnel have enough time remaining from working hours and other responsibilities just to spend for his/her self.

Another dimension of this study is analysing organizational culture of the hospitals. We tried to explain the relationship between the organizational culture and life-friendly applications of the organizations. Four types of organizational culture is assessed: clan culture, hierarchy culture, adhocracy culture and market culture. We applied regression analysis to find which culture (clan, hierarchy, adhocracy and market) supports which practice (family oriented, social life oriented and self-oriented). We found that clan culture is the most important independent variable for family oriented, social life oriented and self-oriented practices of the organization. This result shows us that the clan culture organizations are the most life-friendly organizations because they support all dimensions of the life, namely family, social and personal life. As it is known in clan culture security, organizational commitment, loyalty as such humanistic approaches come into prominence. So the human being and his/her satisfaction is the most important factor for this type of organizations.

Also we conducted comparison analysis to assess whether perception of personnel about life friendly practices and organizational culture of the organization change according to demographic variables. There is significant difference between male and female personnel's opinion about the self-directed life practices of the organizations. Male personnel mostly agree that the organization respects the personal life of its personnel. There is significant difference among the all age groups about the life friendly practices of the organization. The difference especially occurs at the age 30 and under. So young people thinks that the organization have life friendly practices for its personnel. About the family friendly practices of the organization married people are more satisfied than single personnell. University and upper graduates state that the organization supports the family and social life of the personnell.

There are some limitations for this study. First of all since it is conducted in a city of Turkey it can not be generalized to all Turkish people. Also it is a study performed for health sector in hospitals. So it is obvious that if the study is applied in other sectors the results would change accordingly. Questions related with the personnel's family, social and personal life are organized by the authors of the study. So the questions can be prepared more detailed or differently.

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