

EXPLORING ORGANIZATIONAL FACTORS IN RETURNING TO PRE-PARENTAL LEAVE JOB & FAMILY PLANNING

**Jyväskylä University
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**JYVÄSKYLÄN YLIOPISTO
UNIVERSITY OF JYVÄSKYLÄ**

ABSTRACT

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Title Exploring Organizational Factors in Returning to Pre-Parental Leave Job & Family Planning	
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Abstract <p>This study investigates the influence of organizational factors on employee outcomes related to returning to work after parental leave and family planning decisions in Finland. The research aims to examine the relationships between organizational culture, work-life balance (WLB) initiatives, organizational-public relationships (OPR), and employee engagement, as well as their impact on employees' decisions regarding returning to their pre-parental leave job and family planning. The study employs a quantitative research approach. Valid responses from 422 participants were analysed using a combination of SPSS and PLS-SEM. These responses were gathered through an online survey distributed via Facebook groups, leveraging validated scales to measure various constructs. The analysis includes hypothesis testing to assess the significance of relationships between variables, direct effects analysis to determine the direct impact of organizational factors on employee outcomes, and evaluation of the measurement model to ensure validity and reliability. Key findings indicate significant relationships between organizational culture, work-life balance, and employee engagement. Specifically, organizational culture and work-life balance initiatives positively influence employee engagement, which, in turn, impacts employees' decisions to return to their pre-parental leave job. The results of the study revealed some inconsistencies. No significant relationships were found between organizational factors and family planning decisions, except for a debatable relationship between organizational culture and family planning. Further, even as coefficient and t-value of OPR indicate statistically significant relationship with employee engagement and decision on returning to pre-parental leave job, this relationship was not supported in further analysis. The study underscores the importance of organizational factors in shaping employee engagement and decisions related to returning to work after parental leave. It suggests that fostering a positive organizational culture and implementing supportive work-life balance policies can improve employee engagement thus improve organizational outcomes.</p>	
Key words Employee Engagement, Organizational Culture, Work-Life Balance, Organization-Public Relationship, Family Planning, Return to Work	
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TIIVISTELMÄ

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Työn nimi Organisaatiotekijöiden vaikutus perhesuunnitteluun ja työhön paluuseen vanhempainvapaalta	
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<p>Tiivistelmä</p> <p>Tässä tutkimuksessa tarkastellaan organisaatiotekijöiden vaikutusta työntekijöiden perhesuunnitteluun ja päätökseen palata vanhempainvapaata edeltäneeseen työhön. Tutkimuksen tavoitteena on selvittää organisaatiokulttuurin, työn ja yksityiselämän tasapainon, organisaation tiedotus- ja suhdetoiminnan sekä työntekijöiden sitoutumisen välisiä suhteita ja niiden vaikutusta työntekijöiden päätökseen palata vanhempainvapaan jälkeiseen työhön ja perhesuunnitteluun. Tutkimus toteutettiin kvantitatiivisena tutkimuksena. Vastaukset kerättiin Facebook ryhmissä jaetun, validoituja mittareita hyödyntävän, online-kyselyn avulla. Valideja vastauksia kertyi 422 ja ne analysoitiin SPSS- ja PLS-SEM -menetelmillä. Analyysi sisältää hypoteesien testaamisen muuttujien välisen suhteen arvioimiseksi sekä suorien vaikutusten analysoinnin organisaatiotekijöiden suoran vaikutuksen selvittämiseksi työntekijöiden päätöksiin liittyen sekä mitausmallin arvioinnin luotettavuuden varmistamiseksi. Keskeiset tulokset osoittavat merkittäviä suhteita organisaatiokulttuurin, työn ja yksityiselämän tasapainon sekä työntekijöiden sitoutumisen välillä. Erityisesti organisaatiokulttuurilla ja työ- ja yksityiselämää tukevilla käytännöillä on positiivinen vaikutus työntekijöiden sitoutumiseen, mikä puolestaan vaikuttaa päätökseen palata vanhempainvapaan jälkeiseen työhön. Tutkimuksen tulokset paljastivat joitakin epäjohdonmukaisuuksia. Organisaatiotekijöiden ja perhesuunnittelupäätösten välillä ei havaittu merkittäviä suhteita, lukuun ottamatta kiistanalaista suhdetta organisaatiokulttuurin ja perhesuunnittelun välillä. Lisäksi, vaikka organisaation tiedotus- ja suhdetoiminnan kertoimet ja t-arvot viittaavat tilastollisesti merkittävään suhteeseen työntekijöiden sitoutumisen ja paluupäätöksen välillä, tätä suhdetta ei tuettu hypoteesitestauksen ja suorien vaikutusten analyysin perusteella. Tutkimus korostaa organisaatiotekijöiden tärkeyttä työntekijöiden sitoutumisen muovaajina ja päätöksessä palata töihin vanhempainvapaan jälkeen. Näiden tulosten perusteella voidaan päätellä, että positiivisen organisaatiokulttuurin edistäminen ja työn sekä yksityiselämän tasapainoa tukevat käytännöt vahvistavat työntekijöiden sitoutumista edistäen organisaation menestystä.</p>	
Asiasanat Työntekijöiden Sitoutuminen, Organisaatiokulttuuri, Työn ja Yksityiselämän Tasapaino, Tiedotus- ja Suhdetoiminta, Perhesuunnittelu, Työhön paluu	
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FOREWORD

This thesis was written during spring 2024, inspired by my two amazing children, now 1- and almost 3-years-old.

I would like to express my gratitude to my supervisor, Chiara Valentini, for her understanding and prompt responses, which enabled me to complete this thesis amidst hectic life situation. In addition to my inspirations, Sointu and Taavi, I extend my thanks to my husband for encouraging me to pursue this master's degree while I take care of our children full-time. My deepest appreciation goes to my parents for making this thesis project possible by taking care of my children and, more importantly, for always believing in me.

Aino Luuppala

28.5.2024
Lempäälä

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1 INTRODUCTION

1.1 Background and rationale for the research topic

Today, there can be enormous competition for talent in labour market. Employers need to market themselves to attract potential job seekers and above all appeal to the best possible candidates for possible job positions. Moreover, the culture has changed when it comes to new generations and the value and meaning of workplace culture and balance between work and private life. As change is the new normal affecting all aspects of business, it poses challenges to strategize and manage employees in an evolving landscape (Pandita & Singhal, 2017).

Today, employees seek not only a competitive salary but also a work-life balance (WLB). Work can already offer employees much more than a monetary salary and an interesting job description. For instance, flexible working hours, a possibility for remote work, and different employment benefits are common in those professions where possible. Besides these all being nice benefits for the employee, furthermore, these benefits can also have a huge positive impact on organization culture and employer's image. However, these benefits are nowadays rather common, and employers need to differentiate themselves when there may be more open jobs than qualified employee candidates as well as to ensure employee engagement and retention. As the values of working develop, one potential factor increasing the employee engagement can be organizational culture fostering work-life balance. Even as work and personal life can be seen as different areas of life, they can rather easily get integrated (Naithani, 2010), which may highlight the importance of work-life balance arrangements (WLBA). According to Wong et al. (2020), most employees prioritize work-life balance arrangements over monetary compensation.

Organizations' work-life balance orientation is a recognized, however less visible characteristic, thought to have a positive effect from both the employee's and the employer's point of view in several different sectors. Work-life balance is

a vastly discussed issue known to effect on an individual level both the physical and mental development of an employee in addition to the sustainability of an organization (Wong et al., 2020). It is claimed that a poor level of balancing work and personal life can cause reduced productivity and employee performance (Abendroth & Den Dulk, 2011; Naithani, 2010), suggesting that a company's investments in its employees' work-life balance arrangements can also lead to better results and profitability. As an increasing amount of employees are after work-life balance and seeking flexible work arrangements, organizations are after answering the requests to both achieve increased performance and to attract and retain employees as WLBA not only increases a productivity of employees but also a commitment to an organization (Shouman et al., 2022). Lastly, it is suggested that for both man and woman, adoption of work-life balance arrangements can enhance satisfaction to life (Noda, 2020) and that the influence of WLB program comprehensiveness appears to be more significant for higher-income employees compared to their lower-income counterparts (Ueda, 2012).

At the same time as the work culture and employees values are changing, the birth rate in the beginning of 2023 in Finland was record low in January-June 2023, with the number of live births in January-June being the lowest in the history of measurement since year 1900 (Tilastokeskus, 2023). The low birth rate is a major societal, multi-caused challenge in Finland. When comparing the number of children born in Finland in 2023, 43,000, with the 70,000 who have retired at the same time, Chief Economist of Finland's largest business confederation, Suomen Yrittäjät, Juhana Brotherus describes the situation as Finland's biggest crisis (Raeste, 2024). Although the decline in the birth rate is a global change, according to Brotherus, well-targeted incentives are needed. As Brotherus argued, people copy their environment; a child-friendly society makes an impact on people's attitude whether wanting children. The decline in birth rates is attributed to perceived uncertainty and the emotional and financial responsibility associated with having children (Rotkirch, 2020) in addition to the risk of unemployment of educational fields and income levels (Helsingin Yliopisto, 2023). Furthermore, wealthiest individuals aspire to, plan for, and have more children than others (Rotkirch, 2020).

Considering that employee engagement and retention may be influenced through work-life balance arrangements and organization culture, while the wealthiest individuals, usually also the ones enjoying WLB benefits, aspire and have more children, this study exposes the role of employer's organizational culture and work-life balance arrangements in employees returning to one's previous job or making decision to change job after parental leave. In addition to examining the role of organizational culture and work-life balance arrangements, this study will also delve into the dynamics of organization-public relationships (OPR), particularly focusing on internal stakeholders – employees – and its impact to returning to pre-parental leave job and family planning mediated through employee engagement.

On a big picture, OPR, organizational culture and WLBA can be linked to decreased birth rates by potentially influencing individuals' decisions regarding

family planning. These elements may contribute to the factors behind declined birth rates through providing financial stability and security, facilitating career continuity for parents, reducing stress and burnout, retaining talent, and contributing to a broader cultural shift towards family-friendly workplaces and societal norms. In a survey conducted by the Finnish organizations Mothers in Business and Fambition Consulting in 2017, 72% of mothers reported considering changing jobs during parental leave (Kuivas, 2019).

1.1.1 Research objectives, questions, and significance

A need has been identified to understand better the significance of organization-public relationship (OPR), work-life balance arrangements (WLBA) and organization culture of a company to engagement of employees upon returning to working life from parental leave. The need arises from evolving expectations of modern employees not only seeking monetary value but also other features being even more valued than salary in context of reconciling free time and work. Additionally, employers are increasingly recognizing the importance of an employee engagement to retain talents in a competitive market. This thesis focuses on examining the impact of OPR, work-life balance arrangements and organization culture of companies on employees' engagement and through it to decision on returning to pre-parental leave job. Furthermore, it is examined whether these factors contribute to employees hopes regarding family planning.

Aim of the study is to explore and understand the influence of OPR, employer's organizational culture and WLBA on employees' decisions regarding returning to pre-parental leave job and family planning. The aim can be further developed in to two objectives to delve into the relationship of OPR, WLBA and organizational culture on employee's returning decision to job from parental leave in addition to those impact on their decisions regarding family planning:

- 1) To investigate effects of work-life balance arrangements, organization-public relationship, and organizational culture on employee engagement, and how these factors ultimately influence employees' decisions on returning to their pre-parental leave job and
- 2) To examine the mediating role of employee engagement in the relationship between organizational culture, organization-public relationship, work-life balance arrangements, and employees' hopes and decisions regarding family planning.

To meet the set objectives, two research questions have been formulated:

- 1) How do work-life balance arrangements implemented by employers, organization-public relationship, and organizational culture influence employee engagement, and how does this engagement subsequently affect employees' decisions on returning to their previous job or changing jobs after parental leave?
- 2) How does employee engagement mediate the relationship between organizational culture, organization-public relationship, work-life balance arrangements, and employees' wishes for (more) children?

Primarily the research contributes to corporate communications concerning organization-public relationships with focus on internal stakeholders, employees. In the big picture, the research combines the possible role of corporate communication not only in engaging employees and thereby keeping employees in the organization, but also sheds light on its possible direct or indirect impact through employee engagement on family planning as one of the possible tacklers of decreased birth rates. By exploring how effective communication practices contribute to employee retention and commitment, the study provides valuable insights for corporate communication professionals in developing strategies to address employee need and preferences in an ever-changing environment.

Further, research significance contributes to understanding the importance of work-life balance arrangement and organization culture on retaining talents from parental leave thus guiding companies to make data-based decisions about additional WLBA, possibly leading eventually more commitment and satisfied employees and differentiation advantage for a company. Employers and policymakers can play a crucial role in promoting a supportive environment for families and potentially mitigating the challenges associated with declining birth rates thus the possible significance of the study is remarkable. By examining the potential links between WLBA, OPR, organization culture and employee engagement to returning to job and family planning decisions, the research offers understanding of how organizational policies can intersect with larger demographic trends, highlighting the interconnectedness of corporate practices and societal outcomes emphasizing the importance of a holistic approach to organizational management and communication. To study such topic in Finland, offers an interesting environment as Finland one of the Scandinavian countries has the most extensive national work-life policies and is not seen only as a private responsibility (Abendroth & Den Dulk, 2011). By examining the Finnish context, the research not only offers valuable lessons for organizations worldwide but also showcases Finland as a pioneer in promoting work-life balance and family-friendly policies. This underscores the significance of the study within both national and international contexts, positioning Finland as a model for effective workforce management and societal development.

1.1.2 Structure of the research report

This thesis comprises of five chapters as presented in **Virhe. Viitteen lähde ei löytynyt.** Introduction chapter shortly presents the background and rationale of the research topic in addition to presenting actual research questions and objectives. Second chapter, Conceptual Framework and Hypotheses development, delves into the theoretical foundations exploring four key concepts: Organization-Public Relationship (OPR), Work-Life Balance (WLB), Employee Engagement and Organizational Culture. Followed by key concepts, three key theoretical frameworks of Human Capital Theory, Social Exchange Theory, and Organizational Support Theory are outlined. Lastly, based on presented concepts and theories, hypotheses are developed and justified and research model is presented. As third chapter, Research Method presents the research design, method

and data collection and analysis practicalities. Chapter 4, Results, provides an in-depth analysis of the information obtained from the research. Lastly, in the Discussion chapter, key findings are summarized, highlighting main themes and insights from the data. Theoretical conclusions are drawn to explore broader implications within existing literature and frameworks. Managerial implications for organizational practices and decision-making are discussed. Ethical considerations are addressed, reflecting on the responsibilities of the researcher and implications for participants. Limitations of the study are acknowledged, along with suggestions for future research to advance understanding in the field. The chapter concludes with overarching conclusions, capturing key takeaways and contributions of the study.

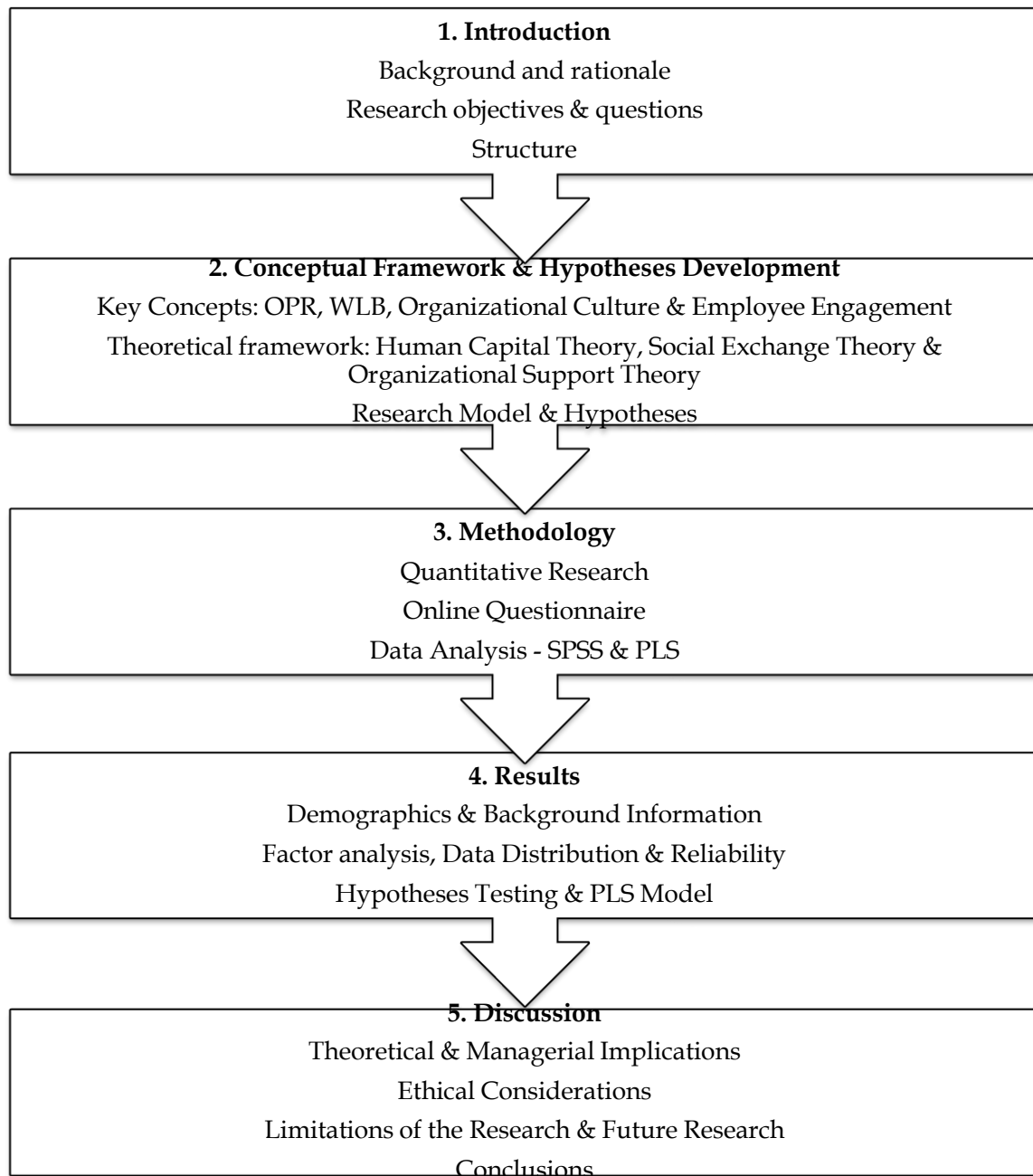


Figure 1: Research Structure

1.1.3 Statement of AI Usage

It is acknowledged that Grammarly has been used to check the grammar of the thesis before submitting the work as well as ChatGPT has been used for comments but not for writing any of the content or offer any research sources being aware of possible major factual errors in the information as well as comments it provides. Additionally, Google Translate was utilized for translating words and phrases within the text.

2 CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

This section introduces the conceptual framework forming the base of the study and providing the justifications for presented hypotheses. First, four fundamental concepts of Organization-Public Relationship (OPR), Work-Life Balance (WLB), Employee Engagement, and Organizational Culture are presented. The exploration begins by defining and contextualizing these concepts within the realm of modern workplaces. For instance, Organization-Public Relationship and its importance is described specifically from the point of view of internal stakeholders, employees. Work-Life Balance is dissected to understand its significance in fostering healthy work environments amidst the increasing demands of contemporary society. Similarly, Employee Engagement is discussed, highlighting its importance in retaining talent and promoting organizational success. Lastly, Organizational Culture is examined, shedding light on its role in shaping workplace dynamics and employee experiences.

Following the presented key concepts, theoretical framework of the thesis is presented in the form of describing theories of Human Capital Theory, Social Exchange Theory and Organizational Support Theory. These theories are presented in a digestible manner, emphasizing their relevance in understanding various aspects of organizational behaviour and human resource management. For instance, Human Capital Theory posits that investments in employee skills and knowledge are akin to investments in machinery, thereby influencing productivity and economic growth. Similarly, Social Exchange Theory explores the reciprocity in interactions between employees and employers, explaining the dynamics of employee engagement. Lastly, Organizational Support Theory delves into the importance of perceived organizational support in fostering employee well-being and organizational effectiveness.

Through concise descriptions and practical implications, the concept and theory chapters lay the groundwork and justifications for lastly presented research model and hypotheses.

2.1 Key Concepts

2.1.1 Organization-Public Relationship (OPR)

Organization-public relationship (OPR) can be defined as “the state that exists between an organization and its key publics that provides economic, social, political, and/or cultural benefits to all parties involved, and is characterized by mutual positive regard” as per Bruning & Ledingham (1998). In addition, according to Bruning & Ledingham (1998), public relations can be used in relationship management consisting of “dimensions of trust, openness, involvement, investment, and commitment”. Management of relationships should both build as well as sustain a win-win relationship with stakeholders – where central is, as referenced by authors, mutual benefit noted in Grunig’s model. In history, before conceptual change leading to see public relationship as relationship management, it was perceived as a communications activity (Bruning & Ledingham, 1998), after which the view has broaden.

Stakeholders that relations should be established and nurtured with can be defined as actors crucial to the organization’s success or failure as argued by Bruning & Ledingham (1998). The key stakeholders for an organization include owners and investors, employees, customers, suppliers, the board and executive team, financiers, as well as the public and the community and authorities. Relationships between organization and its key stakeholders can be divided into three categories; professional, personal, and community (Bruning & Ledingham, 1999).

In this research, the focus is on the internal stakeholders, specifically employees, within the framework of organization-public relationship. According to Jiang [2012], fairness, time-oriented work-life conflicts and procedural justice are factors effecting employees relationship with their organization; employee-organization relationship (EOR) (Kang & Sung, 2017). In the words of Kang & Sung (2017), EOR can be described as “perceived quality of the relationship between an organization and its employees in terms of levels of commitment, trust, satisfaction, and control mutuality”. Commitment pertains to employees' sense of belonging within the organization; trust reflects employees' confidence in their organization; satisfaction denotes employees' contentment with their organizational relationship; and control mutuality signifies the balance of control in interactions between employees and the organization (Kang & Sung, 2017).

Even as the concept of public relations and relationship has evolved, yet the importance of communications cannot be exaggerated in OPR (Broom et al., 1997). In accordance with research findings by Lee & Kim (2017), organizations can significantly influence employees' communication behaviours through genuine actions and perceived relationships. According to Lee & Kim (2017), to promote information-seeking and sharing among employees for enhanced organizational effectiveness, organizations should demonstrate authenticity by fostering trust, transparency, and consistency. Additionally, organizations should strive to develop both communal and exchange relationships with their

employees. Figure 2 illustrates the essential elements of Organization-Public Relationship (OPR), drawing from the foundational discussed earlier; mutual benefit, trust, transparency, openness, consistency, involvement, and commitment in cultivating robust and sustainable OPR.

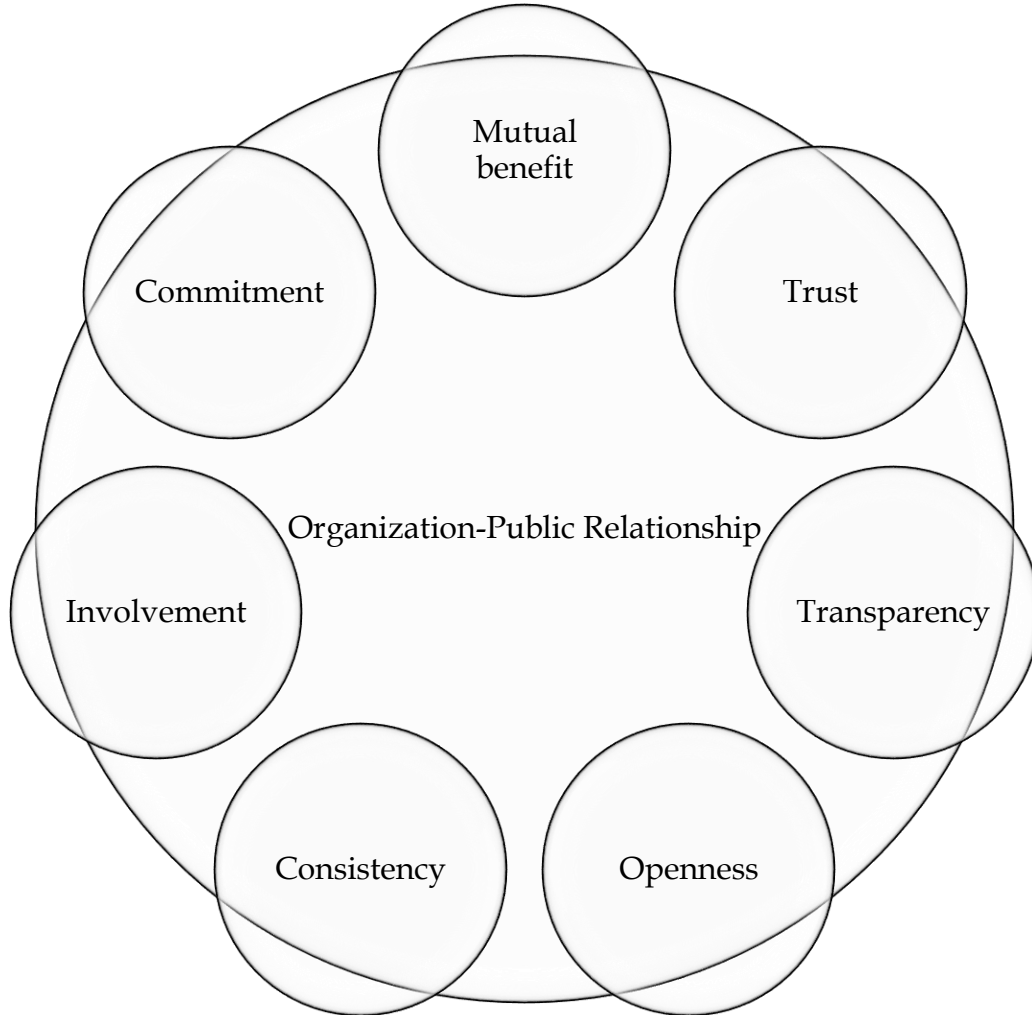


Figure 2: Elements of Organization-Public Relationship

A considerable amount of research has explored the dynamics of organization-public relationships including research about employee-organization relationships underscoring their importance in various organizational outcomes. In recent years, for example the role of relationships in the heart of public relations is studied by Ma et al. (2023) where it was explored inter alia how factors like engagement, communication styles, authenticity, and transparency relate to OPR dimensions; control mutuality, trust, satisfaction, commitment. Strong correlations were found by Ma et al. (2023), clarifying past research inconsistencies. Other recent meta-analysis by Zhan & Zao (Zhan & Zhao, 2023) synthesized the roles of organizational openness and public engagement in OPRs finding significant correlations and highlighting differences across organization types, cultures, and sample populations, thus clarifying mixed past findings and guiding future OPR theory development. Studies collectively underscore the multifaced

nature of OPR illustrating its various factors that contribute to maintaining positive relationships.

By focusing on the internal stakeholders, employees, this research delves into the dynamics of organization-public relationship (OPR) and its possible role to employee decision making on returning to pre-parental leave job and family planning, with expected mediator effect through employee engagement. EOR is strongly linked with employee engagement thus reducing employee turnover, complementing inherently OPR's role in this research. Employees undergo organizational socialization and identification processes, which influence the degree of their attachment to the organization (D. Waters et al., 2013). This process encompasses various activities such as recruitment, orientation, and training, all of which contribute to solidifying an individual's affinity with the organization (D. Waters et al., 2013) emphasizing and bringing the concept together also with work-life balance and organization culture, in addition to employee engagement, all described in following chapters.

Organization-public relationship as a dynamic interplay between an organization and its stakeholders, can be lined into an employee-organization relationship about the quality of the connection between an organization and employees. Employee-organization relationship could include for example organization prioritizing its employee's well-being through offering flexible work hours and healthcare benefits. Furthermore, effective, and transparent communication is pivotal in OPR and EOR fostering trust and collaboration between an organization and its stakeholders - in this case its employees. Thus, an organization may increase its employee engagement leading to increased organizational performance in line with the social exchange theory described later.

2.1.2 Work-Life Balance (WLB)

Under the area of human resource management, work-life balance is a modern-day issue acknowledged as a crucial element of healthy work environment (Shouman et al., 2022). Work-Life Balance (WLB) encompasses the idea of balancing work responsibilities with personal and family life thus being central concept of this thesis. The new generations, millennials and generation X, value the work-life balance emphasising its importance more than earlier generations (Sánchez-Hernández et al., 2019) meanwhile borders of work and personal life are blurred as information and communication technologies have brought work to personal time (Nam, 2014). Moreover, overall environment has shaped into 'always-on' immediacy culture (Derks et al., 2015).

According to Omar & Asif (2016), boundaries between work and life has gotten even more blurred in today's globalized, fast-paced world due to the connected world where employees might be expected to be always reachable. Employees have started to value more companies adopting continuously arrangements facilitating work-life balance of their employees. Factors driving the need for work-life balance outlined in include shifts in the demographics of the workforce, advancements in technology, and the pervasive culture of round-the-clock availability in modern society.

One theoretical approach on understanding WLB is the spillover theory exploring how work experiences can impact family life, either in positive or negative. The theory explains that for example after stressful day at work, negative feelings follow to home thus affecting personal life (Shouman et al., 2022). As per Shouman et al. (2022), spillover theory might explain for example women relinquishing leadership roles due to family responsibilities as a coping strategy to address evolving demands at work and family.

According to Wong et al. (2020), when measuring organizational performance on six perspectives - career motivation, employee attendance, employee recruitment, employee retention, organizational commitment, and productivity - outcomes indicated positive impact between work-life balance arrangement and organizational performance. From mentioned six perspectives, career motivation, employee attendance, employee recruitment, and employee retention were significantly associated with arrangements of work-life balance. By Wong et al., work-life balance arrangements (WLBA) are defined as policies helping employees maintain balance between their professional and personal life, work-life balance.

Work-life balance of an employee is as much a great deal for the paying organization as it is for individual employee as organization benefits from individual's improved productivity due to enhanced work engagement owing to improved work-life balance achieved with WLBA (Naithani, 2010). Besides improved productivity, sufficient work-life balance benefits employer due to employees lower absenteeism, and higher work commitment and motivation (Shouman et al., 2022).

In accordance to Abendroth & Den Dulk (2011), different supportive methods of work-life balance can be divided to instrumental support and emotional support. Instrumental support includes for example public policies on national level, job control and flexible working arrangements on workplace level and lastly having a partner and help with domestic tasks on private level. Emotional support consists of supervisor and colleague support on workplace level, and in private life on the level of connection with relatives, social interactions and life, and lack of disputes with partner. It is claimed that instrumental support and emotional support in the workplace have a balancing connection. Furthermore, emotional family support effects positively on work-life balance satisfaction, whereas instrumental family support does not.

Conferring to Wong et al. (2020), concrete work-life balance arrangements can include factors such as family friendly policies including childcare, maternity leave, and parental leave, flexible work hours, incentive programs, and workplace health programs. In addition to mentioned, working from home, part time, job sharing or compressed workweeks as well as teleworking are also found to be effective arrangements in achieving WLB (Dizaho et al., 2017).

In Table 1, work-life balance model is presented taken into account the identified reasons - demographical shifts in workforce, technological advancements and round-a-clock culture - arising the need for WLBA leading to different, earlier mentioned, arrangements presented in the table such as family-

friendly policies, flexible work hours etc. The table also presents arrangements leading to work-life balance and its outcomes for both organization and employee, also listed in table.

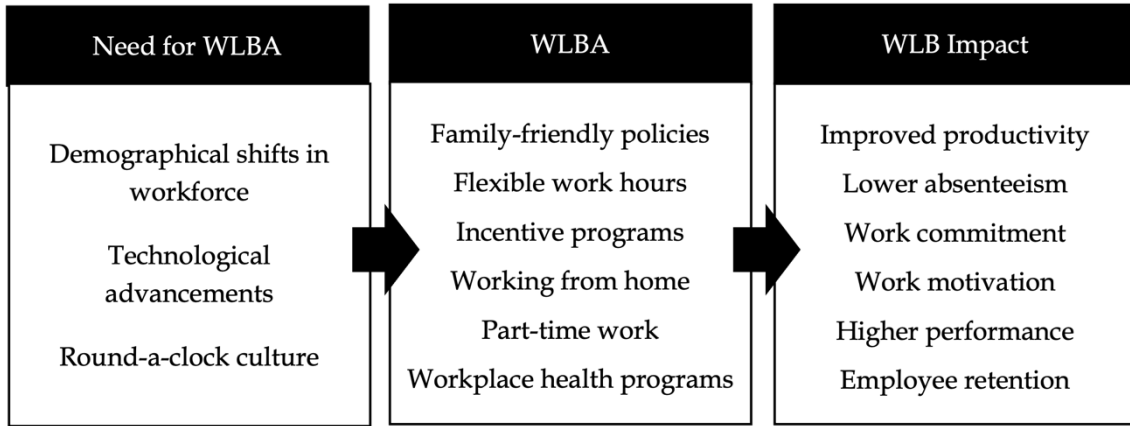


Table 1: Work-Life Balance model WLBM

The recent research around work-life balance has included for example studying of gender bias in WLB by Sisodia & Sarvesh (2023), WLB as a mediator of the effect of work-family conflict on employee performance by Isa & Indrayati (2023), and effect of partnership status on WLB by Park et al. (2023). Sisodia & Sarvesh (2023) argue that there are persistent gender disparities in perceived career opportunities and work-life balance (WLB), with women experiencing a higher gap between private and work life, leading to lower well-being due to perceived career limitations, while good WLB positively impacts well-being for both genders, suggesting a need for targeted interventions despite the study's inability to draw causal conclusions. Further, Isa & Indrayati (2023) originate that work-family conflict affects both work-life balance and performance negatively, while a positive work-life balance increases employee performance in addition to work-family conflict indirectly influencing performance via its impact on WLB. As a recent publication by Park et al. (2023), the initial findings showed that romantically partnered individuals reported lower WLB satisfaction compared to those who were unpartnered. However, a subsequent cross-sectional study revealed partnered individuals to be more satisfied with WLB (Park et al., 2023). These contrasting results emphasize the importance of considering time-varying variables in understanding the relationship between relationship status and WLB satisfaction (Park et al., 2023). The controversial results of Park et al. (2023) study may reflect the challenging measurement of the true effects on and of WLB – such as it affecting on family planning as studied in this research.

Overall, organizations contributions on the quality of work-life balance of the employees, are beneficial for organization in the long run (Bhende et al., 2020). Even as costs of WLBA might be expensive for employer, those investments can prevent even higher costs in the future resulting from poor retention,

non-appearance, disengaged employees etc (Wasay, 2013). To conclude, such arrangements as flexible working hours, availability of remote work options, possibility for part-time and job-sharing, flexible unbiased parental leave practices, support for returning parents, promotion of healthy WLB including wellness programs and mental health support, and childcare support should be utilized when possible.

2.1.3 Employee Engagement

Chandani et al. (2016) posits that as employee turnover has significantly impacted various industries with frequent job switches leading to high attrition rates, importance of employee engagement is emphasized and become one priority in a leadership. In addition, employee engagement may be defined as employees that both stay with the company for longer periods of times and actively promote company's interests within and outside of the workplace. Engagement can be seen to comprise three fundamental dimensions: vigor, dedication and absorption (Schaufeli et al., 2006). Comparing employee engagement to employee satisfaction, to understand the differentiating factors, satisfaction can be seen as a result of past experiences looking back to history, and engagement as a 'task at hand' with look to future (Lappalainen et al., 2019).

Sun & Bunchapattanasakda (2019) describe that employee engagement is primarily a personal experience, driven by individual decisions rather than organizational mandates, making it an individual-level rather than group-level concept. It encompasses an active, work-related psychological state characterized by perceptions, emotions, and behaviours, reflecting energy and involvement across emotional, cognitive, and behavioural domains. Additionally, the relationship between burnout and engagement is intricate and multifaceted.

The engagement factors of employee engagement can be seen on three different levels covering various factors from job characteristics to diversity. There are both macro level, such as organizational, and micro level, such as individual, factors. As a third, these levels are complemented by job factors such as work environment. Concrete example of organizational factors are management style and job rewards where examples of individual factors are physical energies and self-consciousness. (Chandani et al., 2016; Sun & Bunchapattanasakda, 2019.) Furthermore, two distinct perspectives on defining employee engagement emerge: one views it as a multi-faceted concept encompassing cognition, emotions, and behaviours, while the other perceives it as a unitary concept characterized by a positive mindset, dedicated commitment, and the absence of burnout (Sun & Bunchapattanasakda, 2019). Referring to Kahn's (1990) levels of person's engagement and disengagement's shapers, there can be separated five different stages: individual, interpersonal, group, intergroup, and organizational.

In article Employee Engagement: A Review Paper on Factors Affecting Employee Engagement (Chandani et al., 2016), employee engagement is described to vary between engaged, not engaged, and disengaged. Engaged employees demonstrate passion and commitment toward achieving the organization's goals. Those who are not engaged participate in their work but lack

enthusiasm or energy toward common objectives. Disengaged employees are unhappy in their roles and may exhibit negative behaviours as a result. Engagement encompasses three facets: intellectual engagement, involving dedication to job performance improvement; affective engagement, entailing positive feelings following job completion; and social engagement, which involves discussing and contributing to work-related enhancements with others.

There are several direct and indirect benefits of employee engagement. Employee engagement leads to reduced turnover intentions among employees and promotes increased innovative behaviour in the workplace (Chandani et al., 2016). It also has a positive impact on individual level to performance metrics such as organizational commitment and positive behaviour, in addition with organizational level performance leading to higher customer satisfaction and financial return *inter alia* (Sun & Bunchapattanasakda, 2019).

Concrete engagement factors can include factors intent for new employees; induction and development programs, and realistic job preview to mention (Chandani et al., 2016). Furthermore, on a more general level, organizations may improve employee engagement through opportunity thinking, empowering employees in decision-making, and promoting commitment. Organizations that care about both employees' personal and work lives can positively impact employee engagement levels (Larasati et al., 2019). In addition, internal motivation and positive workplace environments enhance employee engagement, with increased engagement potentially affecting employees' personal lives due to their interdependence (Pandita & Singhal, 2017).

In the words of Pandita & Singhal (2017), to enhance employee engagement while minimizing intrusion into their family life, organizations should limit the amount of work brought home, allowing employees more time with their families, while fostering internal motivation and a welcoming workplace culture through effective management of organizational climate and culture. Additionally, organizations should prioritize policies that support work-life balance, such as offering compulsory leaves, family outings, and small employee family gatherings, to ensure employees and their families feel connected to the organization.

Furthermore, employees' engagement to its employer organization can increase because of emotional attachments with organization due to family-benefits provided by organization, as stated by Chandani et al. (2016). Moreover, in addition to work stress, family stress and personal relationships have an impact on engagement levels of employees. Even there has been found a clear connection between work-life balance and employee engagement, it should be noted that improving employee engagement is a longer term project and linked to other factors besides WLB, too (Wasay, 2013).

When examining the link between WLB, job engagement and turnover intention, research findings suggest a direct link between work-life conflicts and job engagement and turnover intention, alongside a significant correlation between job engagement and turnover intention, though no mediation effect of job engagement was observed between work-life balance and turnover intention (Jaharuddin & Zainol, 2019). Further, when examining the relationship between

WLB and employee engagement, employee engagement correlates with happiness, satisfaction, and productivity, yet a happy employee may not always necessarily be engaged (Pandita & Singhal, 2017).

As stated by Larasati et al. (2019), companies need to prioritize employee welfare to succeed – the importance is emphasized when more and more employees are millennial generation tending to leave if missing the connection with employer organization. As stated, employee engagement – comprising vigour, dedication, and absorption – impact positively on employees’ productivity whereas disengagement harm organization due to several adverse effects.

Table 2 summarizes the main points discussed in this chapter regarding employee engagement, considering its core components, different levels, influencing factors, constructs, stages of engagement, benefits, and impact in addition to strategies for enhancement of employee engagement.

Core Components	Vigor, Dedication, Absorption
Different levels	Engaged, not engaged, disengaged
Influencing factors	Organizational (management style etc.), individual (energy etc.), job (work environment etc.)
Perspectives of defining employee engagement	Multifaceted vs. Unitary
Stages of Engagement	Individual, Interpersonal, Group, Intergroup & Organizational
Impact	Reduced turnover intentions, Increased innovative behavior, Improved performance metrics, Higher customer satisfaction and financial return
Strategies for enhancement	Supportive policies, Inclusive cultures, Focus on work-life balance.

Table 2: Recapitulation of Employee Engagement

Recent research around employee engagement includes, among other, exploring how artificial intelligence (AI) effects on employees’ job engagement, employee service performance, and job performance studied by Prentice et al. (2023). Prentice et al. (2023) claim i.a. that AI performance significantly influenced both job engagement and employee service performance, which, in turn, were significantly associated with job performance evaluations. Additionally, job engagement and service performance acted as significant mediators between AI performance and overall job performance (Prentice et al., 2023). In addition to AI

performance, recent research also covers the effect of work-family conflict on employee engagement, performance, and turnover intention studied by Ribeiro et al. (2023). In their study, Ribeiro et al. (2023) found that employees experiencing higher levels of work-family conflict exhibit lower engagement levels and a stronger intention to leave the organization, with no significant correlation found between WFC and performance. Moreover, engagement acts as a mediator in the association between WFC and turnover intention.

To conclude, the imperative for fostering employee engagement has never been clearer as organizations grapple with the challenges of high turnover rates and the evolving needs of the workforce, particularly amidst the rise of the millennial generation. Defined by its components of vigor, dedication, and absorption, employee engagement emerges as a critical factor not only in retaining talent but also in driving productivity and innovation within the workplace. It encompasses various dimensions, from individual to organizational levels, influenced by factors ranging from job characteristics to work-life balance. While employee satisfaction reflects past experiences, engagement signifies a proactive approach towards future endeavours. Moreover, the significance of engagement transcends professional boundaries, with its impact extending to personal lives, emphasizing the interconnectedness of work and well-being. Organizations can cultivate engagement through supportive policies, inclusive cultures, and a focus on work-life balance, thereby fostering a sense of belonging and commitment among employees. Ultimately, prioritizing employee welfare is not just a moral imperative but a strategic necessity for organizational success in today's dynamic landscape.

2.1.4 Organizational culture

When comparing two organization, with same aim and organizational structure, yet the impression and image given by one organization can differ much between seemingly similar organizations – these kind of differences can be explained with different organizational cultures (Everson & Pardey, 2003). Culture can be defined in various ways as it is a long-studied phenomena leading to varying definitions and models. According to Schein (2017), many of definitions highlight both the breadth as well as the depth of the concept of culture. Cultures can be found from societal, organizational, group and individual level. Furthermore, there are subcultures, such as youth culture, work culture, or popular culture, which may form within specific groups or communities and have their own distinct characteristics and practices. All these levels and subcultures together constitute a complex and multi-dimensional cultural experience.

In accordance with Schein (2017), culture can be examined from various perspectives, each representing a different degree of visibility to both participants and observers. The three major levels of cultural analysis stated by Schein (2017) are 1) artifacts, 2) espoused beliefs and values, and 3) basic underlying assumptions as presented in Table 3. In more detail, according to Schein (2017), artifacts encompass the visible manifestations of a group's culture, including its physical environment, language, technology, art, clothing, rituals, and

organizational processes as well as the group's "climate". Further, level of espoused beliefs and values include elements of, congruent or not with artifacts, ideals, goals, values, aspirations, ideologies, and rationalizations. Finally basic underlying assumptions -level is formed – as presented by Schein (2017) by unconscious, self-evident beliefs and values that are behind behaviour, perceptions, thoughts, and feelings.

1. Artifacts	Visible and feelable structures and processes Observed Behaviour	Difficult to decipher
2. Espoused Beliefs and Values	Ideals, goals, values, aspirations Ideologies Rationalizations	May or may not be congruent with behaviour and other artifacts
3. Basic Underlying Assumptions	Unconscious, taken-for-granted beliefs, and values	Determine behaviour, perception, thought, and feeling

Table 3: The Three Levels of Cultural Analysis, Schein (2017, p. 18)

In essence, as presented in *Organizational culture and Leadership* by Schein (2017), understanding culture can be approached by considering it as a dynamic, evolving entity shaped by a group's collective learning in navigating challenges, adapting to the environment, and organizing itself for survival and growth. As per Schein (2017), by comprehending the origins and evolution of culture, we gain insight into its abstract yet influential nature, deeply embedded within a group's psyche. As outlined by Schein (2017), any social entity with a shared history undergoes a learning process that culminates in the development of its culture, whose strength is determined by the duration, cohesion of membership, and intensity of shared historical experiences. Leadership plays a pivotal role in shaping and nurturing this culture throughout the organization's growth and development as stated by Schein (2017).

Organizational culture refers to elements of culture in the context of an organization; it defines how people behave and interact within the organization. For example, organizational culture can be open and innovative or hierarchical and traditional, and it is shaped by the organization's history, leadership style, employee values, and organizational goals. A certain type of organizational culture can be established quite quickly - for example at the start of operations - but it can be very difficult, if not impossible, to change (Everson & Pardey, 2003). It is stated that perceptions of organizational culture vary between managers and non-managers (Stefanovska-Petkovska et al., 2019).

Organization culture can have a significant impact on organizational efficiency (Aydin & Ceylan, 2009). To optimize employee performance and overall firm success, it's crucial for organizations to establish a work-life balance supportive culture as argued by Susanto et al. (2022). The intersection of work and family responsibilities often leads to psychological strain for employees, impacting performance negatively, underscoring the need for joint efforts between employees and employers to promote a balanced work-life culture, a task particularly challenging in smaller business settings, as highlighted by Susanto et al. (2022). Innovative, future-orientated organizations – and especially the people managing and working in ones – need to view the whole organization as an smart entity consisting of different minds, values, and beliefs (Vveinhardt, 2018). Further, leadership behaviour facilitates the learning of new for example when formatting a cultural changes (Schein, 2017) and participatory management style is associated with positive work-life balance (Stefanovska-Petkovska et al., 2019). As defined in *The Features of Participative Management Style* (Rolková & Farkašová, 2015), participatory management style leans on engaging employees in decision-making and problem-solving within the company, empowering them, and fostering their autonomy, initiative, and creativity positively associated to high level of job satisfaction.

Examining the impact of organizational culture with family-friendly policies on various aspects of employees' experiences, including job satisfaction, quality of life, organizational commitment, and turnover intention, findings from Kim et al. (2018) indicate that employees perceive positive effects from these policies, with increased awareness correlating with higher job satisfaction, better quality of life, and stronger commitment to the organization, while reducing turnover intention. It is concluded by Kim et al. (2018), that both companies and employees benefit from family-friendly policies and that to foster a family-friendly organization culture, organizations should not only introduce such policies but also provide necessary support and create an environment that facilitates their utilization by employees. Additionally, organizational practitioners should seek ways to root family-friendly policies into the organization culture, as emphasized by Kim et al. (2018).

The significance of organizational culture in fostering employee engagement cannot be overstated, as it serves as a pivotal force in attracting and retaining top talent, ultimately granting organizations a competitive advantage as noted by Evangeline & Gopal Ragavan (2016). Recognizing the link between employee engagement and organizational success, businesses are increasingly focusing on shaping an organization culture that promotes intrinsic and extrinsic rewards, enhancing retention rates and financial performance, as emphasized by Evangeline & Gopal Ragavan (2016). According to Evangeline & Gopal (2016), in today's landscape, where private workplace issues are often publicly exposed through social media, organizational culture emerges as a crucial factor in maintaining engagement levels. Moreover, as younger generations exert greater influence in the workplace, their preferences drive the evolution of culture, emphasizing the importance of employee-friendly environments and innovative

motivational practices in nurturing engagement and sustaining competitive edge as per Evangeline & Gopal Ragavan (2016).

The study of organizational culture in past years includes exploring organizational culture promoting sustainability as drawn by Assoratgoon & Kantabutra (2023) suggesting improving corporate sustainability through a sustainability organizational culture – a reversed approach to what is used to. In addition, such topic as the role of organization culture on employee engagement is studied by Abduraimi et al. (2023) confirming elements of organizational culture being remarkably associated to employee engagement dimensions. Furthermore, Rožman et al. (2023) have studied the role of artificial intelligence in employee engagement in their paper *Maximizing employee engagement through artificial intelligent organizational culture in the context of leadership and training of employees: Testing linear and non-linear relationships*, where the importance of AI-supported leadership is highlighted as a driver of outcomes such as enhanced training of employees, team success and engagement.

As organizational culture is an important part of the business environment, being an entity concerning the entire organization, consisting of different models and habits, the underlying assumptions, and beliefs of the organization's employees, which are developed and passed on, dissatisfaction with the organization can also affect employees' dissatisfaction with their work and work performance (Paais & Pattiruhu, 2020). Work motivation and organizational culture have been found to have a positive and significant effect on work performance, although not a significant effect on employee job satisfaction (Paais & Pattiruhu, 2020). Leadership, on the other hand, has a significant effect on employee job satisfaction, but no effect on job performance (Paais & Pattiruhu, 2020). Since employees are seen as valuable assets of the organization, they must be well taken care of; the importance of motivation to improve employee performance and satisfaction is an integral part of leadership to optimize the organizational atmosphere (Paais & Pattiruhu, 2020). Creating job satisfaction requires comprehensive continuity between work motivation, leadership and organizational culture (Paais & Pattiruhu, 2020). In organizations with high commitment, family-friendly management enhances productivity and quality within workplaces, indicating a reciprocal relationship where employees' commitment to the organization is reinforced by management (Wood & De Menezes, 2010). Understanding and nurturing these dynamics of organizational culture is crucial for organizations aiming to attract and retain top talent, gain a competitive edge, and foster a culture conducive to employee engagement and success.

2.2 Theoretical framework

2.2.1 Human Capital Theory

Human Capital Theory (HCT), initially presented by Becker in 1960s, suggests that just as a machine is made more productive through investment in resources,

humans can also become more productive through training and education. This investment in human skills and knowledge is like an investment in a machine, with the resulting increase in earning potential seen as the return on that investment over time (Reder & Becker, 1967). Human Capital Theory posits that education enhances individual productivity and earnings, framing education as an investment essential for both individual advancement and national economic growth (Reder & Becker, 1967).

Further, human capital encompasses the knowledge, skills, and attributes individuals possess, whether acquired or innate, that enhance their ability to contribute to economic productivity (Tan, 2014). Even with emphasis often on education, human capital investment types include inter alia health (Sweetland, 1996). In accordance with human capital theory, resources spent to one domain, are not available for other – or same tasks – tasks as work, family, and leisure for example, and invests on a particular activity has a positive impact to time spent on that activity (Becker, 1985; Rincy & Panchanatham, 2018). In accordance with human capital theory, resources allocated to different domains, such as work, family, and leisure mentioned, impact the balance between them, often leading to inter-role conflict—a struggle for equilibrium amid competing demands (Rincy & Panchanatham, 2018).

As human capital theory underscores the investment in human skills and knowledge for increased employee and organizational productivity, as presented in Figure 3, it also underscores the inherent trade-offs in allocating resources among various life domains. Thus, understanding and addressing these conflicts are essential for fostering a harmonious balance between work and personal life, ultimately conceivably contributing to individual well-being and societal prosperity.

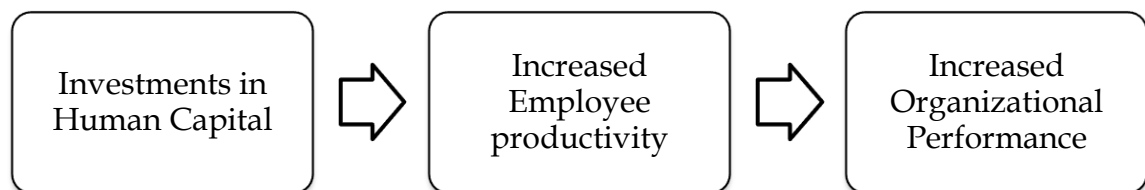


Figure 3: Human Capital Theory

2.2.2 Social Exchange Theory

Social Exchange Theory (SET) stands as a cornerstone in social sciences, renowned as a gold standard for comprehending workplace behaviour (Ahmad et al., 2023), first presented by American sociologist George C. Homans in 1958. It can be used to explain different stages of employee engagement thus being important to understand. Social exchange theory posits that the interactions between employees and employers are governed by the principle of reciprocity

(Sun & Bunchapattanasakda, 2019). In essence, when employees perceive fair and respectful treatment from their employer, they are inclined to reciprocate by investing greater effort and commitment towards their work, thereby enhancing their engagement levels (Sun & Bunchapattanasakda, 2019). In addition to elucidating the dynamics of employee engagement, Social Exchange Theory underscores the progression of relationships towards trust, loyalty, and mutual commitments over time as noted by Cropanzano & Mitchell (2005). These relationships are shaped by adherence to established rules of exchange, which serve as normative guidelines governing interactions among participants Cropanzano & Mitchell (2005) supplement. Figure 4 illustrates the principle of Social Exchange Theory, where employer treatment influences employee commitment and effort through the principle of reciprocity.

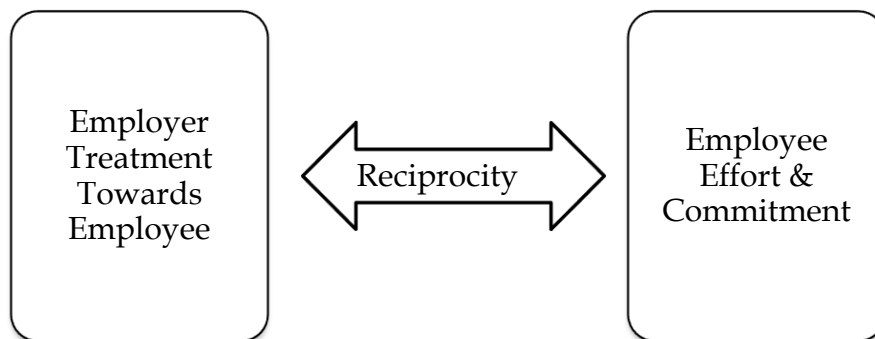


Figure 4: Social Exchange Theory

2.2.3 Organizational Support Theory

Organizational Support Theory (OST) posits that employees develop a broad perception regarding the organization's acknowledgment of their contributions and concern for their well-being, known as perceived organizational support (POS) (Kurtessis et al., 2017). Organizational Support Theory delves into the formation of perceived organizational support, suggesting that employees cultivate POS when their socio-emotional needs are met, and the organization acknowledges and rewards their increased efforts (Baran et al., 2012). It applies principles of social-exchange theory to the dynamic between employer and employee, proposing that in exchange for their dedication and efforts, employees receive tangible rewards such as compensation and benefits, as well as socio-emotional benefits including recognition, approval, and support (Baran et al., 2012). In essence, as originally presented by Eisenberger et al. (1986), Social Exchange Theory posits that employees' commitment to an organization is heavily influenced by their perception of the organization's commitment to them, as evidenced by the impact of perceived organizational support on reducing absenteeism and fostering affective attachment, contingent upon the strength of their exchange ideology favoring the trade of effort for rewards.

Organizational Support Theory focuses on how employees perceive the support and care provided by their organization. It suggests that employees develop a sense of perceived organizational support based on how their socio-emotional needs are met and how the organization acknowledges and rewards their efforts. According to OST, when employees feel supported and valued by their organization, they are more likely to be committed and engaged in their work. The theory applies principles of social exchange, proposing that employees exchange their dedication and efforts for tangible rewards such as compensation and benefits, as well as socio-emotional benefits like recognition and support. Overall, OST emphasizes the importance of creating a supportive work environment where employees feel valued and appreciated, leading to increased commitment and performance, as presented in Figure 5.

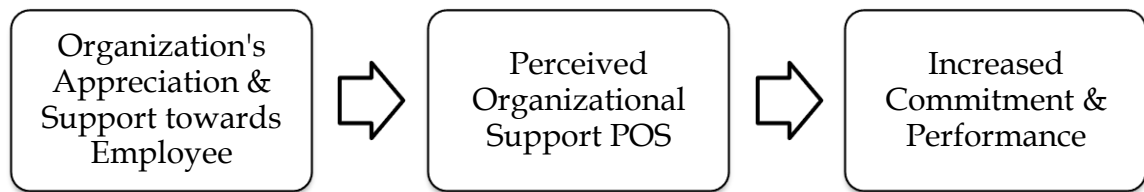


Figure 5: Organizational Support Theory

2.3 Research model and hypotheses

The research model of the thesis, illustrated in Figure 6, explores how employee engagement mediates the relationship between independent variables – organization-public relationship (OPR), work-life balance (WLB), and organizational culture (OC) – and the outcome variables: returning to pre-parental leave job and family planning. Drawing from organizational support theory and human capital theory, the model posits that positive OPR, WLB arrangements, and OC contribute to increased employee engagement, which in turn influences decisions regarding returning to pre-parental leave job and family planning. The hypotheses further delineate how the independent variables affect the outcome variables, in addition to examining the mediation role of employee engagement.

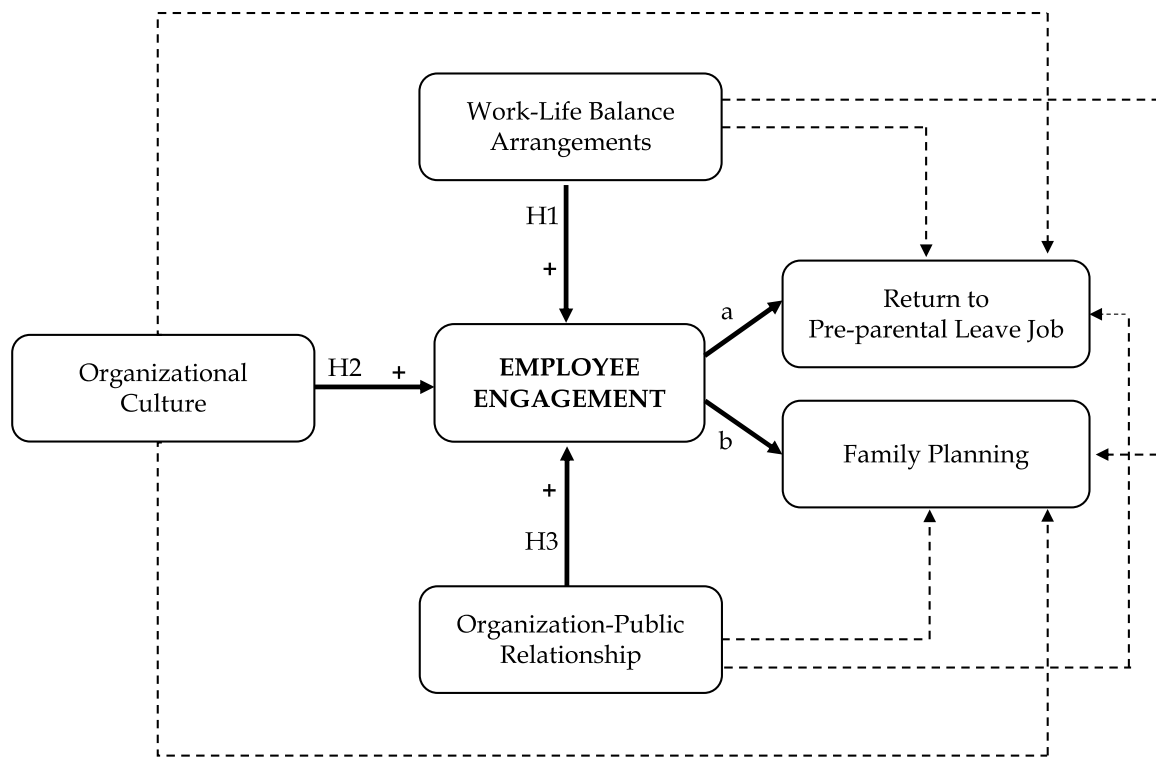


Figure 6: The Research Model

According to both organizational support theory and human capital theory, employees who feel supported by their organization are more likely to demonstrate increased commitment, performance, and loyalty. Positive work-life balance (WLB) arrangements, organization-public relationship and a supportive organizational culture are indicative of this support, fostering trust and commitment among employees. This, in turn, enhances their engagement with their work and the organization. Social exchange theory further underscores the importance of reciprocity in relationships, where favourable treatment from employers leads to reciprocal actions from employees.

Employee engagement is widely recognized as crucial for organizational success. Investing in employee well-being, engagement, and retention, as suggested by human capital theory, can enhance productivity, and contribute to organizational success. Positive WLB arrangements, OPR and a supportive organizational culture play a significant role in enhancing employees' skills, motivation, and commitment, thus increasing their engagement.

In summary, presented theories emphasize the importance of organizational support, positive WLB arrangements, OPR and a supportive culture in fostering employee engagement and increasing the likelihood of their return to work after parental leave. This reciprocal relationship between employees and employers, characterized by trust, commitment, and support, contributes to a thriving organizational environment. On these bases, following hypotheses are presented:

H1a: The positive impact of WLB arrangements by employer on returning to pre-parental leave job is mediated through employee engagement.

H2a: The positive impact of organizational culture on returning to pre-parental leave job is mediated through employee engagement.

H3a: The positive impact of OPR on returning to pre-parental leave job is mediated through employee engagement.

It is evident, that declining birth rates for example in Finland, pose significant social challenges. The decline is attributed to various factors, including perceived uncertainty, financial responsibility, and the risk of unemployment as stated earlier. Wealthier individuals, often those enjoying work-life balance benefits, tend to aspire to have more children. Consequently, there can be assumed to be interplay between organizational factors such as organizational culture, OPR, and work-life balance arrangements, and individuals' decisions regarding family planning directly as well as indirectly through mediator variable employee engagement. Therefore,

H1b: The positive impact of WLB arrangements by employer on family planning and wanting more children is mediated through employee engagement.

H2b: The positive impact of organizational culture on family planning and wanting more children is mediated through employee engagement.

H3b: The positive impact of OPR on family planning and wanting more children is mediated through employee engagement.

By fostering supportive organizational cultures and organization-public relationships and implementing effective work-life balance arrangements, employers not only enhance employee engagement and retention but also potentially influence employees' decisions about expanding their families.

3 METHODOLOGY

Research methodology refers to the systematic approach employed by researchers to gather, interpret, and analyse data to address a specific research question or hypothesis. Research methodology encompasses various techniques, tools, and procedures used to conduct research, including qualitative, quantitative, and mixed methods approaches. A crucial aspect of research is the selection of appropriate methodologies guided by existing theories (Bairagi & Munot, 2019). A well-defined methodology and research design ensures the reliability, validity, and reproducibility of research findings, guiding the researcher throughout the entire research process from conceptualization to conclusion. It serves as a roadmap, directing researchers in selecting data types, collection methods, and problem-specific techniques, ultimately leading to tangible outcomes (Bairagi & Munot, 2019).

Methodology section details chosen research approach, data collection methods, practical implementation, analysis techniques, and ethical considerations employed throughout the study. It begins by justifications for quantitative research. Furthermore, the data collection method utilized, questionnaire, is delineated, highlighting the rationale behind this choice, and detailing the development and implementation of questionnaire and its implementation in practice. Subsequently, the section delves into the specifics of data analysis, employed to derive meaningful insights from the questionnaire data. Ethical considerations are meticulously addressed, underscoring the measures taken to ensure participant confidentiality, informed consent, and adherence to ethical guidelines throughout the research process.

3.1 Research design

Research design serves as a plan outlining the essential elements of a study. It addresses key questions such as the study's purpose, research method, data and timeframe. Additionally, it encompasses considerations regarding sample

design, data collection techniques, and data analysis methods. Research designs range from straightforward to complicated, contingent upon the research's nature and the specific hypotheses crafted (Khalid et al., 2012). Essentially, research design provides a structured framework, presented in Figure 7 in accordance with (Bairagi & Munot, 2019). It is vital for effectively navigating the research process.

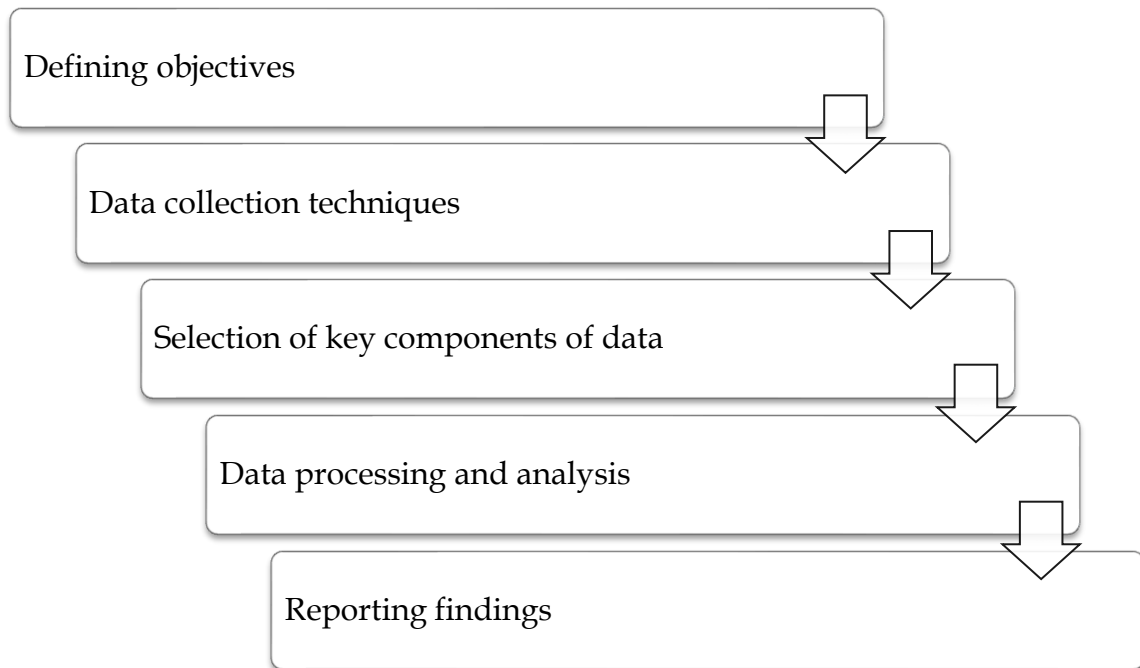


Figure 7: Research Design Framework, modified from Bairagi & Munot (2019, p. 72)

The objectives of this research have been outlined earlier, being:

- 1) To investigate effects of work-life balance arrangements, organization-public relationship, and organizational culture on employee engagement, and how these factors ultimately influence employees' decisions on returning to their pre-parental leave job and
- 2) To examine the mediating role of employee engagement in the relationship between organizational culture, organization-public relationship, work-life balance arrangements, and employees' hopes and decisions regarding family planning.

Next, the chosen research method is presented and justified to address research's objectives.

3.1.1 Research approach - Quantitative research

In order to achieve acceptable results, the research requires a methodological approach to solve the research problem (Khalid et al., 2012). Research methods can

broadly be divided into qualitative and quantitative approaches. Qualitative research focuses on understanding phenomena through interpretation in-depth. Quantitative research employs specific methodologies and techniques to quantify relationships between variables, with the aim to investigate the correlation between variables (Khalid et al., 2012). Quantitative research leans on numerical data aiming to generalize findings. In some cases, it is justified to use mixed research combining both qualitative and quantitative research based on research questions and objectives (Khalid et al., 2012). Quantitative research approach is particularly useful in studying cause-and-effect relationships and testing hypotheses utilizing sampling methods for efficient data collection and analysis.

Based on the objectives and research questions of this study this research adopts a quantitative approach for several reasons. Firstly, a quantitative methodology allows for the systematic collection of numerical data, facilitating rigorous analysis and statistical testing of relationships between variables. Given the complexity of the research topic, involving multiple factors such as OPR, WLB, organizational culture, employee engagement, and decisions regarding return to work and family planning, a quantitative approach provides a structured framework to examine these relationships. Quantitative approach allows to gather and analyse data efficiently, providing insights into the relationships between mentioned variables. Moreover, a quantitative methodology is particularly suitable for testing hypotheses derived from theoretical frameworks, such as Human Capital Theory, Social Exchange Theory, and Organizational Support Theory, as outlined in earlier chapters. By quantifying the relationships between independent, mediating, and dependent variables, quantitative approach enables the drawing precise conclusions about the extent and direction of these relationships.

Further, rather than seeking to predict future events or uncover causal relationships as explanatory, this study focuses on describing and understanding existing relationships and phenomena thus this study is descriptive research as the objective of the research is to describe and explain the influence of various variables, such as work-life balance, organization-public relationship, and organizational culture, on employee engagement and decisions to return to work from parental leave. In descriptive research, hypothesis derived from theory, guide the research process and determine what needs to be measured to through which descriptive research can effectively capture and describe patterns addressing hypotheses and research questions (Hair Jr. & Page, 2015).

Overall, the choice of a quantitative research design is driven by the need to systematically investigate the multifaceted dynamics between organizational factors, employee engagement, and decisions related to return to work and family planning after parental leave. By employing statistical analysis techniques, the research aims to uncover meaningful insights that contribute to a deeper understanding of these phenomena and provide valuable empirical evidence for theory development and practical implications.

3.1.2 Sample selection

Sampling involves selecting a subset of a population to observe in order to make inferences about the entire population, including key considerations on determining the sample size, selecting the sample, choosing observational methods, and recording measurements as stated by Thompson (2012). The sample selection process for this research involves targeting a specific population of employees who are currently on parental leave or otherwise taking care of own child at home full-day. Given the focus on understanding the impact of organizational factors on employee engagement and decisions regarding return to work and family planning, it is crucial to select participants with diverse backgrounds and experiences without too many restrictions.

Convenience Sampling – where most conveniently available people are obtained [Zikmund, 2000] (Khalid et al., 2012) – will be employed to recruit participants, leveraging the accessibility of respondents through Facebook groups. There were two exact criteria for answering the survey: 1) the respondent takes care of the child full-time and 2) the employment relationship that preceded the parental leave awaits the parent. No other restrictions were made so that the sample would represent the population as widely as possible. In order to avoid geographical emphasis and others, the survey link was distributed only in Finland-wide Facebook group with no other restrictions than a baby born or a pregnancy at a certain time. Facebook groups included parents that have had a baby in years 2021, 2022, and 2023 to reach people who are at home taking care of child thus reaching a wide pool of potential participants, enhancing the diversity and representativeness of the sample. This diversity will enrich the dataset and enable the exploration of potential differences or patterns across different subgroups.

The sample size will be determined based on the research objectives, statistical power considerations, and the availability of resources. While efforts will be made to recruit as many participants as possible, the aim is to achieve a sample size that provides sufficient statistical power to detect meaningful effects and relationships between variables. Since exact information on the number of parents taking care of their child at home full-time in Finland was not available, the total population of Finland, rounded up to 5.6 million, was used for calculating an appropriate sample size. The required sample size was calculated with a 95% confidence level and a 5% margin of error using Survey Monkey's sample size calculator. Based on this background information, a reliable sample size was determined to be 385, ensuring that the study is statistically robust and capable of producing high-quality results.

3.1.3 Variables

In this research several variables, presented in Table 4, are examined to explore their relationships and impacts within the context of employees returning to pre-parental leave job and their family planning decisions. Variables represent observable and measurable characteristics (Hair Jr. & Page, 2015).

The independent variables include Work-Life Balance Arrangements (WLBA) implemented by employers, which encompass policies and practices aimed at facilitating a balance between work responsibilities and personal life commitments. Organization-Public Relationship (OPR) refers to the interactions and perceptions between an organization and its internal stakeholders, employees, while Organizational Culture (OC) encompasses the shared values, beliefs, and practices within an organization's work environment. A mediatory variable, Employee Engagement, captures the level of emotional and psychological commitment employees have towards their work and organization. The dependent variables under investigation are the Decision to Return to Pre-Parental Leave Job, which examines employees' choices regarding resuming their previous employment after parental leave, and Family Planning, which explores employees' intentions and desires related to expanding their families.

Independent variables	Work-Life Balance Arrangements	Policies and practices implemented by employers to support work-life balance.
	Organization-Public Relationship	Interactions and perceptions between an organization and its internal stakeholders, employees.
	Organizational Culture	Shared values, beliefs, and practices within an organization's work environment.
Mediating Variables	Employee Engagement	Level of emotional and psychological commitment employees have towards their work and organization.
Dependent variables	Return to Pre-parental Leave Job	Employees' choices regarding resuming their previous employment after parental leave.
	Family Planning	Employees' intentions and desires related to expanding their families.

Table 4: Variables of the research

3.1.4 Data collection and practical implementation

An Online survey research was chosen as the method for data collection in this research due to its suitability for gathering large-scale quantitative data from a diverse sample of respondents. The questionnaire was designed to measure each construct based on established scales presented in Table 5, ensuring the validity and reliability of the instrument. The decision to employ an online survey aligns well with the quantitative approach of the study, offering efficiency in data collection and accessibility to a wide pool of potential participants, particularly employees currently on parental leave.

Construct	Scale
Employee Engagement	The ISA Engagement scale (Soane et al., 2012)
Organizational Culture	Organizational Culture scale presented by Salehipour & Ah Mand (2018) according to Van Den Berg & Wilderom [2004]
Work-life Balance	WLB - Workplace Support Scale (Banu & Duraipandian, 2014)
Organization-Public Relationships	Relationships in Public Relations scale (Hon & Grunig, 1999)
Return to job	Turnover Intention Scale (Ike et al., 2023)
Family Planning	Desire to Have More Children Scale (Natividade et al., 2020)

Table 5: Scales used in questionnaire

The survey was piloted and tested with test-participants from target group to ensure clarity of the items and survey practicalities. Adjustments were made based on feedback received during the testing phase. The entire survey was administered via the Webropol platform, providing a user-friendly interface for respondents to complete the questionnaire.

At the beginning of the survey, respondents were provided with research notification including background information about the study and a research announcement detailing the purpose and significance of their participation. The motivation to participate was further encouraged with a lottery of a gift card, which was carried out separately from the research survey, in which case the survey itself could be carried out without the collection of personal data.

The questionnaire begins with consent to participate proceeding to questions meant to eliminate non-valid respondents who are either not employed or not full-time at home with child. Next, demographic questions concerning age and gender were asked to gather information about respondents' background and characteristics, enhancing the contextual understanding of the data collected. Demographic questions were followed by not-too-personal items, progressing towards more sensitive topics such as family planning, which was left as a last variable. Only critical items were made mandatory while non-critical items were optional to minimize respondent burden and encourage participation in addition to avoid response bias due to frustrating. Likert scales were utilized to assess respondents' perceptions and attitudes, providing a structured format for capturing nuanced responses on a scale from 1 to 7.

The survey was open for data collection for five days on 17.4.-21.4.2024, during which a total of 517 responses were received. Of these responses, 95 were deemed non-valid. The survey link was accessed 1040 times, resulting in an effective response rate of 49,71%. The average time taken to complete the survey

was approximately 9min50sec. The questionnaire items, both in English and Finnish, are provided in Appendix 1 and Appendix 2.

3.2 Data analysis

3.2.1 Data preparation

Data analysis started with transferring the collected data from the Webropol survey program to the IBM SPSS Statistics program. Before proceeding further with actual data analysis, it is essential to prepare and process the data to ensure reliable, analysis-ready data. Data needs to be examined and prepared through editing, coding, and if needed transformed for proper use in statistical analysis (Hair Jr. & Page, 2015).

First, an overview of the data was examined to visualize the structure and content; if any oddities in the variables, their amounts and types is noticed. The actual data processing started with the removal of non-valid answers. This meant deleting the answers in which the respondent had stated that she is no longer at home full-time with kid(s) and/or that the pre-parental leave job is not waiting after parental leave. As a result of this action, the total number of responses from 517 dropped to 434 valid responses. In addition, when going through the data set, 12 more answers were deleted, where most of questions were left unanswered, resulting in a final number of valid answers of 422. After this was performed missing values analyse that showed some individual missing values in different variables. There were mostly no missing values in the variables. However, some had, probably due to damage, 1-2 missing values per variable per 422 respondents. However, for the analysis of the results, it should be noted that there were six missing values in the WLB3 item, meaning 1.6 percent. WLB3 claim was 'I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office'. The large number of missing values can be explained by the fact that, for example, due to the nature of the job, the respondent does not have the opportunity to work from home, which is why the claim was left unanswered. In addition, OPR7, OPR14, OPR29, and JOB25 had three missing values each, 0.7 percent. As the number of missing values is percentage wise minor, it is decided to use series mean to replace missing values. To mention, missing values in WLB3 were after replacing 3.72, which can be thought to represent quite nicely the possible situation where respondent feels question irrelevant.

Following first examination of the data, next four variables - reversed questions - OPR9, OPR22, OPR24 and OPR25, OPR27, OPR28, OPR29 and OPR30 where recoded to ensure consistency as scales are oriented similarly. In addition, Intentions and Considerations Regarding Job Continuity -scale was recoded due to its reversed nature. Recoding allows efficient interpretation and comparison of results. Recoding included reversing the used Likert scale, where 1 became 7 and 7 became 1, with the same applied to values in between.

To ensure efficient data processing, the metadata of the dataset was also reviewed. In practice, this included naming variables according to constructs and updating measure information by dividing variable measures into nominal (consent, parental and employment status, gender), ordinal (age), and scales (all construct variables). Furthermore, variables irrelevant to the analysis were removed. This included the consent variable, employment, and parental status variables, and the automatically recorded response time variable. The result of the procedures was a data set ready for analysis of which results will be presented in next section, Results.

3.3 Ethical Considerations

3.3.1 Validity

Internal validity reflects the extent of a research accurately measuring what it intended to measure within its specific context. In this research, internal validity is maintained through careful control of variables, standardized data collection procedures, and rigorous analysis techniques to confirm the correctness and consistency of the results in addition to using existing scales. External validity concerns the generalizability of research findings outside research specific context. In this research, efforts are made to enhance external validity by selecting a diverse sample of respondents and ensuring that the research instrument adequately captures the relevant variables of interest. Additionally, transparent reporting of the research methodology and findings enhances the credibility and pertinence of the results to similar populations or settings.

3.3.2 Other

Ethical considerations were paramount throughout the sample selection process, ensuring that participants' privacy and confidentiality were respected. Participants were provided with information concerning the aim of the research, their optional participation, and privacy of responses. Informed consent was acquired from all participants before their inclusion in the research. In the survey, no personal information was requested from the participants. The survey was conducted entirely anonymously. The researcher gained access to the response report only after reaching a threshold of 50 responses. This approach was chosen to uphold the principles of confidentiality and anonymity, ensuring that participants felt comfortable providing honest responses without concerns about their privacy being compromised. By not collecting personal data, the research aimed to minimize potential risks to participants' confidentiality. Additionally, delaying access to the response report until enough responses were collected helped maintain the reliability of the data and reduce the possibility of bias in the analysis or connecting answers with possible respondents who may have commented on Facebook link of the survey that they have conducted the survey.

4 RESULTS

The Results chapter provides a comprehensive analysis of the findings derived from the quantitative study conducted. It begins by presenting the demographic characteristics of the participants. Following this, descriptive statistics are employed to elucidate the distribution patterns, mean values, and standard deviations of the variables under investigation, providing a clear overview of the data landscape. Subsequently, an exploratory factor analysis is undertaken to delve deeper into the underlying structure of the data, identifying potential latent constructs and relationships among variables. The exploration extends further by examining the distribution of data concerning participants' age and gender, shedding light on any potential demographic trends or disparities that may influence the study outcomes.

The reliability of the research instrument is rigorously assessed using Cronbach's Alpha, ensuring the internal consistency and stability of the measurement tool employed in the study. This analysis serves to validate the reliability of the data collected and bolsters the credibility of the study findings. In addition, an exploratory factor analysis was executed to explore data structures.

Finally, the hypotheses formulated in the research are put to the test, employing Partial Least Squares (PLS) analysis to ascertain the relationships between variables and assess the validity of the proposed hypotheses. Through these analytical techniques, the Results chapter provides a comprehensive and detailed account of the study outcomes, offering valuable insights into the research questions and contributing to the knowledge in the field.

4.1 Participants Demographics

The demographics of respondents are presented in Table 6. Demographics indicate a predominantly female participation, accounting for 99.8% of the total, with only a negligible 0.2% being male. In terms of age distribution, the majority falls within the 26-30 age range (42.4%), followed by 31-35 (33.2%) and 19-25 (13.0%).

A smaller percentage is distributed among the age groups 36-40 (10.4%) and 41-46 (0.9%). The age range spans from 19 to 46 years old, with an approximately mean age of 30.2 and a standard deviation of approximately 4.45.

	N	%
Gender		
Female	421	99.8
Male	1	0.2
<i>Total</i>	422	100.0
Age		
19-25	55	13.0
26-30	179	42.4
31-35	140	33.2
36-40	44	10.4
41-46	4	0.9
<i>Total</i>	422	100.0

Table 6: Demographic of the respondents

4.2 Reliability

Even though the scales used in the study were pre-validated scales, conducting Cronbach's alpha provides additional insights into the internal consistency of the scale items within each construct thus ensuring that items within each scale are measuring the same underlying construct reliably, thus enhancing the overall validity of the measurement instrument. In addition to ensure that scales were reliably in this exact study, Cronbach alpha's were conducted to ensure that items were also reliably after translation from English to Finnish.

Cronbach's alpha value can vary between 0 and 1. Typically, an acceptable reliability value is above 0.70. The closer the alpha is to 1, the greater the internal consistency among the scale items. Values below 0.70 may suggest that the scale items are not very consistent with each other. The values presented in Table 7 varied between lowest 0.829 on Organization culture to highest 0.960 on Family Planning thus it can be stated that scales are reliable.

Scale	Cronbach's alpha	N of items
Employee Engagement	0.899	9
Organization Culture	0.829	10

Work-Life Balance	0.893	11
Organization-Public Relationship	0.968	30
Job	0.959	25
Family Planning	0.960	10

Table 7: Cronbach's alpha for reliability

4.3 Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) serves as a foundational tool in uncovering the underlying structure of a dataset, particularly when dealing with many variables. In the context of this research, EFA is employed partially. Based on the pre-established understanding that certain measured constructs are inherently related to each other (such as EmpEng and OrgCul), the decision was made not to proceed with further exploratory factor analysis (EFA). This choice aimed to avoid potential amalgamation of related constructs into a single factor, which might have occurred in traditional EFA procedures. Instead, the focus remained on key metrics like communalities, Bartlett's test, KMO, explained variance, and the covariance matrix. These metrics were prioritized to validate the measures' suitability for analysis while ensuring that distinct constructs, as hypothesized, were maintained separately.

The scale items were combined into a single construct before conducting analysis to simplify the analysis and improve the interpretability of results. This consolidation reduces the number of variables and potential multicollinearity, leading to clearer and more robust factor structures. Moreover, merging the scales ensures that the resulting construct aligns with the theoretical framework and prior research, facilitating a more accurate interpretation of the underlying constructs being measured. The variables were combined using their means because all variables were on the same scale and measuring constructs with pre-validated scales.

First, key analyses to assess the appropriateness of EFA for the dataset are run, starting with evaluation of communalities. Communalities indicate the proportion of variance explained by each computed variable – higher communalities suggest that the variables explain a larger portion of total variance. In the data set, lowest value was 0.538 (employee engagement) being still within an acceptable range for factor analysis. Other values were 0.719 (job), 0.732 (organization culture), 0.734 (work-life balance), 0.820 (organization-public relationship) and 0.982 (family planning). These values indicate strong correlations between the variables and suggest that they collectively explain a substantial portion of the data, supporting their suitability for factor analysis.

Next, Kaiser-Meyer Olkin (KMO) and Bartlett's test were conducted. The KMO value is 0.823 fall within the generally accepted range indicating good suitability for factor analysis. Similarly, Bartlett's test yields an approximate chi-square value of 1296.588 with a significance level of less than .001, indicating that

correlations between variables are sufficiently large, suggesting that EFA is an appropriate method for use in this dataset.

Subsequent, Exploratory Factors Analysis EFA was conducted to get insights of Explained Variance values and their comparison, presented in Table 8. Based on these values, it appears that the Employee Engagement (EmpEng) variable explains the majority of the variance in the overall picture, as its explained variance % is the highest (58.391%). This indicates that the Employee Engagement variable is crucial for the overall understanding. However, other variables such as Organization Culture (OrgCul), Work-Life Balance (WLB), and Organization-Public Relationship (OPR) also explain a significant portion of the variance, and their contributions are quite substantial. Therefore, they all significantly contribute to forming the overall picture.

The values of the Job and Family Planning variables indicate that they also explain a portion of the overall variance, but their contributions are smaller compared to the other variables. The explained variance % for the Job variable is 4.615%, and for the Family Planning variable, it is 3.016%. Although these variables may not explain as much variance as others, they are still important for the study, as presenting decisions related to returning to work after parental leave and family planning.

	Explained Variance %	Cumulative degree of variance %
EmpEng	58.391	58.391
OrgCul	17.016	75.407
WLB	9.947	85.354
OPR	7.016	92.369
JOB	4.615	96.984
FamPlan	3.016	100.000

Extraction Method: Principal Axis Factoring.

Table 8: Factor Variance explained

Further, to identify patterns and trends, covariance matrix was analyzed. Table 9 shows how variables in a dataset co-vary with each other. It helps understanding relationships between variables – their directions and strength. Positive values indicate variables move together, negative values indicate they move opposite, and diagonal values represent variances of individual variables. The covariance matrix reveals strong positive relationships between variables such as Employee Engagement (EmpEng) and Job Continuity (JOB). Conversely, strong negative relationships are observed between variables like Family Planning (FamPlan) and Job Continuity (JOB). In contrast, small covariances indicating weak relationships are found between variables such as Organizational Culture (OrgCul) and Family Planning (FamPlan).

	EmpEng	OrgCul	WLB	OPR	JOB	FamPlan
EmpEng	.960	.546	.573	.574	.710	-.091
OrgCul	.546	.868	.729	.780	.684	.045
WLB	.573	.729	1.522	1.066	1.117	-.071
OPR	.574	.780	1.066	1.270	1.081	-.075
JOB	.710	.684	1.117	1.081	1.798	-.328
FamPlan	-.091	.045	-.071	-.075	-.328	3.087

Table 9: Covariance Matrix

4.4 Hypotheses testing

A comprehensive pre-analysis of the findings derived from the quantitative research has been conducted. Initially, the demographic characteristics of the participants were examined, and reliability was assessed using Cronbach's Alpha. Additionally, an exploratory factor analysis was performed to explore data structures. Next, the hypotheses proposed are tested.

To address the complexities of theoretical model and delve into the intricate relationships among latent variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) by SmartPLS software was utilized. This methodological choice aligns well with research objectives, as PLS-SEM is known for its effectiveness in handling complex models involving latent variables. This step allows for the evaluation of relationships between variables and the validation of the hypotheses presented.

Table 10 offers a comprehensive summary of the key research constructs under investigation, accompanied by essential metrics crucial for assessing the validity and reliability of our measurement model. The constructs examined include Organization-Public Relationship (OPR), Work-Life Balance (WLB), Organizational Culture (OC), Employee Engagement, Returning to Pre-Parental Leave Job, and Family Planning.

Average Variance Extracted (AVE) values are provided to gauge the extent to which the variance in each construct's indicators is captured relative to measurement error. A value of 0.5 or higher indicates satisfactory convergent validity, signifying that the indicators reliably represent the underlying construct. Additionally, Composite Reliability (ρ_c) values are presented to evaluate the internal consistency reliability of the constructs, considering both indicator loadings and cross-loadings. A ρ_c value of 0.7 or higher is generally deemed acceptable, indicating robust reliability.

Cronbach's Alpha coefficients are included as another measure of internal consistency reliability, assessing the extent to which a set of items within each construct are closely related as a cohesive group. Values exceeding 0.7 indicate good reliability.

Furthermore, the table outlines the number of items used to measure each construct, underscoring the breadth and depth of the measurement approach. Finally, outer loadings are provided to elucidate the relationships between latent constructs and their observed indicators. Higher loadings signify strong representations of the underlying constructs by the indicators. The interpretation of these metrics is pivotal in evaluating the validity and reliability of measurement model, ensuring that the constructs are accurately operationalized and conducive to robust analysis and inference.

As a result of the analysis, certain items were excluded from the final analysis due to low outer loadings. Specifically, items OC4 and OC7 from the Organizational Culture construct, as well as items OPR23 and OPR30 from the Organization-Public Relationship construct, and item JOB4 from the Returning to Pre-Parental Leave Job construct were removed. Consequently, this adjustment led to updates in the Average Variance Extracted (AVE) values. The AVE values presented in the table reflect the updated values following the removal of these five items. It is noteworthy that prior to the removal of these items, the AVE for Organizational Culture was 0.424.

Research Construct	AVE*	Comp. Rel. rho_c	Cronbach's alpha	Item	Outer loadings
Employee Engagement	0.558	0.918	0.901	EE1	0,751
				EE2	0,743
				EE3	0,723
				EE4	0,681
				EE5	0,695
				EE6	0,673
				EE7	0,826
				EE8	0,794
				EE9	0,813
Organization culture	0.515	0.871	0.831	OC1	0,709
				OC2	0,759
				OC3	0,779
				OC4	0,214
				OC5	0,609
				OC6	0,581
				OC7	0,322
				OC8	0,743
				OC9	0,714
				OC10	0,796
	0.583	0.971	0.967	OPR1	0,826
				OPR2	0,837

Organization- Public Relati- onship				OPR3	0,840				
				OPR4	0,858				
				OPR5	0,893				
				OPR6	0,844				
				OPR7	0,721				
				OPR8	0,828				
				OPR9	0,454				
				OPR10	0,875				
				OPR11	0,738				
				OPR12	0,801				
				OPR13	0,864				
				OPR14	0,767				
				OPR15	0,818				
				OPR16	0,657				
				OPR17	0,880				
				OPR18	0,837				
				OPR19	0,818				
				OPR20	0,886				
				OPR21	0,779				
				OPR22	0,664				
				OPR23	0,378				
				OPR24	0,715				
				OPR25	0,686				
				OPR26	0,529				
				OPR27	0,588				
				OPR28	0,605				
				OPR29	0,486				
				OPR30	-0,068				
				Work-Life Ba- lance	0.528	0.922	0.906	WLB1	0,765
								WLB2	0,443
WLB3	0,414								
WLB4	0,851								
WLB5	0,750								
WLB6	0,803								
WLB7	0,841								
WLB8	0,706								
WLB9	0,840								
WLB10	0,775								
WLB11	0,638								
Family Planning	0.737	0.965	0.960	FP1	0,874				
				FP2	0,872				

				FP3	0,902
				FP4	0,775
				FP5	0,845
				FP6	0,880
				FP7	0,856
				FP8	0,819
				FP9	0,854
				FP10	0,881
Return to job	0.530	0.962	0.958	JOB1	0,819
				JOB2	0,853
				JOB3	0,774
				JOB4	0,359
				JOB5	0,779
				JOB6	0,860
				JOB7	0,815
				JOB8	0,687
				JOB9	0,599
				JOB10	0,601
				JOB11	0,506
				JOB12	0,737
				JOB13	0,827
				JOB14	0,797
				JOB15	0,867
JOB16	0,488				
JOB17	0,683				
JOB18	0,845				
JOB19	0,506				
JOB20	0,737				
JOB21	0,621				
JOB22	0,461				
JOB23	0,793				
JOB24	0,788				
JOB25	0,755				

Table 10: Construct Validity, *AVE values reflect the updated values following the removal of five items with low outer loadings

As discussed earlier, certain items were omitted from the analysis due to low outer loadings, thereby necessitating adjustments in the Average Variance Extracted (AVE) values thus ensuring the robustness and reliability of the structural model by ensuring that only the most valid and reliable indicators are included in the analysis. With the refined measurement model in place, it was proceeded to examine the structural relationships proposed in research framework. The

coefficients and t-values presented in the structural model, Figure 8, denote the strength and significance of these relationships. Each coefficient signifies the magnitude of the effect between variables, while the t-values indicate the statistical significance of these effects. When interpreting the coefficients, it's essential to consider that they represent the magnitude of the relationship between variables. Higher coefficient values indicate stronger associations, while lower values suggest weaker relationships. T-values, on the other hand, indicate the statistical significance of the coefficients. Higher t-values (typically above 1.96 for a significance level of 0.05) suggest that the relationship between variables is statistically significant, meaning it is unlikely to have occurred by chance.

By scrutinizing these coefficients and t-values, the extent to which variables such as Organization-Public Relationship (OPR), Work-Life Balance (WLB), and Organizational Culture (OC) influence Employee Engagement, Returning to Pre-Parental Leave Job, and Family Planning. Moreover, the mediation effects of Employee Engagement on the relationships between the independent and outcome variables can be elucidated through these coefficients.

Overall, the structural model provides valuable insights into the complex interplay between organizational factors, employee engagement, and subsequent outcomes related to returning to work after parental leave and family planning. These insights are instrumental in informing organizational policies and practices aimed at enhancing employee well-being, engagement, and retention, ultimately contributing to a thriving workplace environment.

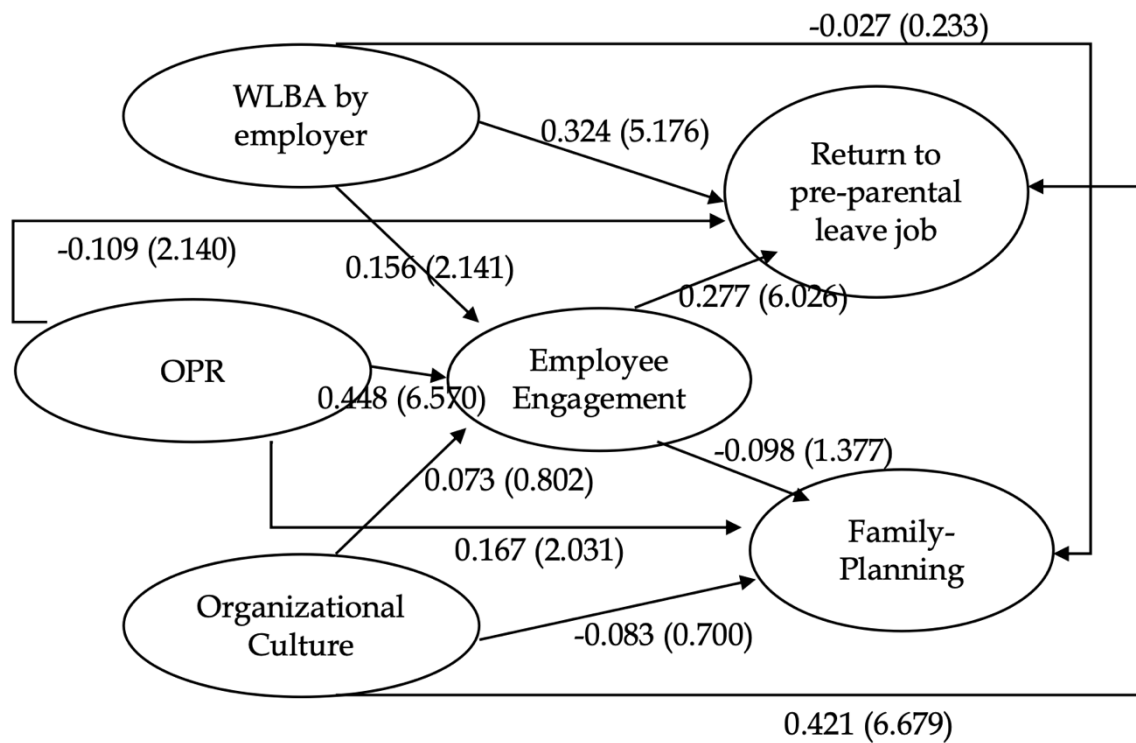


Figure 8: Structural model with coefficients and t values

After evaluating the structural model, the study proceeded to test the hypotheses and direct effects. The results of the hypothesis testing are presented in Table 11. According to presented results, hypotheses H1a and H2a are supported:

H1a: The positive impact of WLB arrangements by employer on returning to pre-parental leave job is mediated through employee engagement.

H2a: The positive impact of organizational culture on returning to pre-parental leave job is mediated through employee engagement.

Hypothesis	Path	T statistics	P values	Decision
H1a	WLB -> EmpEng -> Job	2.010	0.044	Supported
H1b	WLB -> EmpEng -> FamPlan	1.085	0.278	Not supported
H2a	OrgCul -> EmpEng -> Job	4.580	0.000	Supported
H2b	OrgCul -> EmpEng -> FamPlan	1.295	0.195	Not supported
H3a	OPR -> EmpEng -> Job	0.776	0.438	Not supported
H3b	OPR -> EmpEng -> FamPlan	0.591	0.555	Not supported

Table 11: Hypothesis testing

Following hypothesis testing, the study also assessed the direct effects, yielding the results presented in Table 12. The results of the study revealed some inconsistencies. Concerning the Organizational-Public Relationships (OPR) variable, while the coefficient value for OPR was 0.488, and the t-value was 6.570, indicating a statistically significant relationship with employee engagement, this relationship was not supported in the direct effects analysis, where no statistically significant connection was found between OPR and employee engagement (t-value 0.802, p-value 0.423). Further, concerning the path "OrgCul -> FamPlan.", the coefficient for this path suggests a non-significant effect (coefficient = -0.083, t-value = 0.700), the direct effect test indicates statistical significance (T statistics = 2.031, p-value = 0.042). These discrepancies may stem from various factors, such as the lack of sensitivity in measurement methods or contextual factors within the sample. While the sample size and data collection methods were considered valid, confounding variables or unmeasured factors could also have impacted the results. Recognizing these potential sources of discrepancy allows for a more nuanced interpretation of the findings and suggests possibilities for further investigation or refinement in future research. It is important to examine the results holistically and consider potential limitations and explanations behind the results. Further research in this area could help better understand the dynamics of organizational-public relationships and their impact on employee engagement and decision-making in addition to investigate more organization culture's effect on family planning.

Furthermore, when assessing the direct effects, several significant relationships were observed. Firstly, the impact of employee engagement on returning to work (EmpEng -> Job) was statistically significant (T-value = 6.026, p-value = 0.000), indicating that employees' engagement significantly influences their

return to the pre-parental leave job. Additionally, the influence of organizational culture on employee engagement (OrgCul -> EmpEng) was statistically significant (T-value = 6.570, p-value = 0.000), demonstrating that organizational culture has a strong association with employee engagement. In addition, the relationships between organizational culture and job outcomes (OrgCul -> Job) (T-value = 2.140, p-value = 0.032) as well as organizational-public relationships and job outcomes (OPR -> Job) (T-value = 6.679, p-value = 0.000) were both statistically significant.

It was found that there was no significant relationship between employee engagement and family planning (EmpEng -> FamPlan) (T-value = 1.377, p-value = 0.169), as well as between organizational-public relationships and family planning (OPR -> FamPlan) (T-value = 0.700, p-value = 0.484), and work-life balance and family planning (WLB -> FamPlan) (T-value = 0.233, p-value = 0.816).

Path	T statistics	P values
EmpEng -> FamPlan	1.377	0.169
EmpEng -> Job	6.026	0.000
OPR -> EmpEng	0.802	0.423
OPR -> FamPlan	0.700	0.484
OPR -> Job	6.679	0.000
OrgCul -> EmpEng	6.570	0.000
OrgCul -> FamPlan	2.031	0.042
OrgCul -> Job	2.140	0.032
WLB -> EmpEng	2.141	0.032
WLB -> FamPlan	0.233	0.816
WLB -> Job	5.176	0.000

Table 12: Direct effects

5 DISCUSSION

In this research, the focus was on exploring the relationships between various organizational factors, employee engagement, and outcomes related to returning to pre-parental leave job and family planning. The aim was to investigate how organizational culture, work-life balance arrangements, and organizational-public relationships influence employee engagement and subsequent decisions regarding returning to work and family planning. It was found that these factors indeed play significant roles in shaping employee engagement and subsequent decisions, especially returning to pre-parental leave job, providing valuable insights into the dynamics of workplace environments in the Finnish context.

5.1 Theoretical contributions

This research complements to the existing literature by delving into the intricate relationships between organizational factors and employee outcomes, specifically concerning the transition back to work after parental leave and decisions related to family planning. By examining the mechanisms through which organizational culture, work-life balance, and organizational-public relationships influence employee engagement, this study advances theoretical understanding of workplace dynamics.

The findings from this study provide valuable insights into the complex interplay among these factors and how they collectively shape employees' decisions regarding returning to work and family planning. For instance, the analysis revealed that organizational culture significantly influences employee engagement, highlighting the crucial role that organizational values, norms, and practices play in fostering employee commitment and involvement. This aligns with existing theories on organizational behaviour that emphasize the importance of a supportive workplace culture.

Similarly, the study uncovered significant relationships between work-life balance arrangements and employee engagement, underscoring the importance

of supportive policies and practices in promoting employee well-being and productivity. This supports the theory positing that employees' ability to manage their work and personal lives effectively leads to higher job satisfaction and engagement. Moreover, the examination of organizational-public relationships shed light on their impact on employee engagement, revealing controversial findings that warrant further exploration. While initial analyses indicated a significant influence, further testing did not support these results, suggesting that the role of organizational-public relationships in employee engagement is more complex than initially thought.

Overall, the comprehensive analysis conducted in this study contributes to the theoretical framework for understanding the complex dynamics of the workplace. By elucidating the mechanisms through which organizational factors influence employee outcomes, this research provides valuable insights for researchers in addition to organizational leaders and policymakers seeking to enhance employee well-being, engagement, and retention.

5.2 Managerial implications

The findings of this research have several practical, managerial implications for organizational leaders. Recognizing the significant influence of organizational culture and work-life balance initiatives on employee engagement and subsequent decisions is crucial. Managers can develop approaches to improve employee well-being, satisfaction, and retention by implementing supportive work environments, flexible policies, and effective communication channels. Fostering a positive organizational culture and promoting employee engagement are key pathways to achieving improved organizational outcomes. Managers should focus on creating a culture that values diversity, inclusivity, and work-life balance. This could involve offering flexible working hours, remote work options, and comprehensive parental leave policies that support employees during their transition back to work.

Technology can play a pivotal role in enhancing the supportive structures within organizations. Digital tools and platforms can facilitate inter alia better communication, remote work, and flexible scheduling, making it easier for employees to balance work and family commitments. Implementing technology-driven solutions and utilizing for example artificial intelligence may contribute to employee engagement as well as ease balancing work and private life. Additionally, technology can assist in maintaining a seamless transition for employees returning from parental leave. Virtual training sessions, online onboarding processes, and digital mentorship programs may help reintegrate employees efficiently, ensuring they are up-to-date with any changes in the workplace during their absence.

The controversial findings regarding organizational-public relationships suggest that organizations need to carefully consider how they communicate and build relationships with their employees. Clear and transparent communication,

coupled with genuine engagement efforts, can help build trust and loyalty among employees, ultimately leading to higher levels of engagement and retention. Moreover, supporting employees in their family planning decisions can have broader implications for workforce sustainability. By providing comprehensive family-friendly practices or even resources such as family planning counseling, financial planning services, and access to healthcare information, organizations can possibly help employees make informed decisions that align with their personal and professional goals.

5.3 Limitations of the research

It is important to recognize research constraints in order to ensure transparency and accuracy in the interpretation of findings, as well as to guide future research directions. One limitation lies in the generalizability of the findings, as the research was conducted within a specific cultural and organizational context. Additionally, the use of self-reported measures and cross-sectional data may introduce response biases and limit the ability to establish causality. Furthermore, the contradictory result regarding the relationship between organizational culture (OrgCul) and family planning (FamPlan) in addition to organization-public relationship (OPR) and employee engagement (EmpEng), highlights the complexity of these constructs and the need for further investigation. In addition, translating ready scales from English to Finnish is also a possible limitation as nuances might be hard to capture on translations.

5.4 Future research

Building on the findings of this study, future research could explore additional factors that may influence employee engagement and decisions regarding returning to work. Longitudinal studies might provide a profounder understanding of the causal relationships between organizational factors and employee outcomes over time. Comparative research across different cultural contexts could elucidate the extent to which organizational dynamics vary across settings.

The controversial finding regarding organizational-public relationships emphasizes the need for a deeper understanding of the role these relationships play in influencing employee engagement. Further research in this field could reveal the complexities of these relationships and their impact on organizational dynamics. Additionally, the lack of significant relationships between organizational factors and family planning decisions, except for the debatable finding regarding organizational culture and family planning, indicates a potential avenue for future research to investigate deeper into the mechanisms underlying the intersection of organizational factors and family planning choices among employees.

Moreover, the broader implications of this study extend beyond individual organizational practices to societal issues such as workforce participation and demographic trends. Encouraging supportive work environments can help address challenges related to workforce re-entry post-parental leave, which in turn can impact broader economic and social outcomes. Technology could also be a focal point for future research, examining how advancements in digital tools and platforms can further support work-life balance and employee engagement in diverse organizational settings.

In conclusion, this research underscores the importance of organizational culture, work-life balance, and effective communication in shaping employee engagement and retention, particularly for those returning from parental leave. By leveraging both traditional managerial practices and modern technological solutions, organizations can create more supportive and engaging work environments that benefit both employees and organization as a whole.

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APPENDICES

APPENDIX 1: Survey in English

Do you agree to participate in this study?

Yes

No

Demographic information

Are you currently staying at home taking care of your own child/children full-time?

Yes

No

I have a job (permanent or temporary) that I can return to after parental leave.

Yes

No

Gender

Female

Male

Other

Age

Type your age (number)

Employee Engagement

Please rate the following statements on your level of work engagement in your current employer organization from 1 strongly disagree to 7 strongly agree.

- EE1 I focus hard on my work
- EE2 I concentrate on my work
- EE3 I pay a lot of attention to my work
- EE4 I share the same work values as my colleagues
- EE5 I share the same work goals as my colleagues
- EE6 I share the same work attitudes as my colleagues
- EE7 I feel positive about my work
- EE8 I feel energetic in my work
- EE9 I am enthusiastic in my work

1= *strongly disagree* 2=*disagree* 3=*somewhat disagree* 4=*neutral* 5=*somewhat agree*
6=*agree* 7=*strongly agree*

The ISA Engagement scale (Soane et al., 2012)

Organizational Culture

Please rate the following statements concerning organizational culture in your current employer from 1 strongly disagree to 7 strongly agree.

- OC1 Individuals working in different departments have common view.
- OC2 We have ethical values which help us to differentiate right from wrong and guiding our behavior.
- OC3 We have a value system that determines the manner of business that has clear and consistent value.
- OC4 My employer gives freedom to employees to deviate from the rules.
- OC5 Our employees have the chances of introducing their ideas before management makes decisions.
- OC6 There is an ethical code that guides our behavior and tells us right from wrong.
- OC7 My employer has a very strong culture
- OC8 In my employer organization it is easy to reach an agreement, even on difficult issues
- OC9 In my employer organization there is a clear agreement about the right way and the wrong way to do things.
- OC10 People from different parts of my employer organization share a common view.

1= *strongly disagree* 2=*disagree* 3=*somewhat disagree* 4=*neutral* 5=*somewhat agree*
6=*agree* 7=*strongly agree*

Organizational Culture Scale presented by Salehipour & Ah Mand (2018, p. 205) according to Van den Berg & Wilderom (2004).

Work-Life Balance - Workplace Support

Please rate the following statements concerning workplace support on work-life balance from your current employer from 1 strongly disagree to 7 strongly agree.

- WLB1 I work in an environment that is supportive of my family and personal commitments
- WLB2 My employer allows me to work from home when required
- WLB3 I have adequate technology support (laptops, internet access, VPN connectivity, etc) to be able to work away from office

- WLB4** My employer believes in having healthy WLB Practices
- WLB5** My employer encourages its employees to go on annual vacations/time off
- WLB6** My management believes in having happy people at Work
- WLB7** My manager is concerned about the welfare of those under him
- WLB8** My privilege leave is never denied by my manager
- WLB9** I have significant support from my manager/supervisor in ensuring that I have a healthy WLB
- WLB10** My colleagues/team members would encourage to use WLB initiatives if required by me
- WLB11** Due to cooperative nature of the coworkers, I do not face difficulties in my personal life

1= strongly disagree 2=disagree 3=somewhat disagree 4=neutral 5=somewhat agree 6=agree 7=strongly agree

WLB – Workplace Support Scale (Banu & Duraipandian, 2014)

Organization-Public Relationship

Please rate the following statements concerning organization-public relationship of your current employer from 1 strongly disagree to 7 strongly agree.

Trust

- T1** My employer treats me fairly and justly.
- T2** Whenever my employer makes an important decision, I know it will be concerned about people like me.
- T3** My employer can be relied on to keep its promises.
- T4** I believe that my employer takes the opinions of people like me into account when making decisions.
- T5** I feel very confident about my employer's skills.
- T6** My employer has the ability to accomplish what it says it will do.

Control Mutuality

- CM1** My employer and people like me are attentive to what each other say.
- CM2** My employer believes the opinions of people like me are legitimate.
- CM3** In dealing with people like me, my employer tends to throw its weight around. (Reversed)
- CM4** My employer really listens to what people like me have to say.
- CM5** The management of my employer gives people like me enough say in the decision-making process.

Commitment

- C1** I feel that my employer is trying to maintain a long-term commitment to people like me.

- C2 I can see that my employer wants to maintain a relationship with people like me.
- C3 There is a long-lasting bond between my employer and people like me.
- C4 Compared to other organizations, I value my relationship with my employer more.
- C5 I would rather work together with my employer than not.

Satisfaction

- S1 I am happy with my employer.
- S2 Both my employer and people like me benefit from the relationship.
- S3 Most people like me are happy in their interactions with my employer organization.
- S4 Generally speaking, I am pleased with the relationship my employer has established with people like me.
- S5 Most people enjoy dealing with my employer organization.

Communal Relationships

- CR1 My employer does not especially enjoy giving others aid. (Reversed)
- CR2 My employer is very concerned about the welfare of people like me.
- CR3 I feel that my employer takes advantage of people who are vulnerable. (Reversed)
- CR4 I think that my employer succeeds by stepping on other people. (Reversed)
- CR5 My employer helps people like me without expecting anything in return.

Exchange Relationships

- ER1 Whenever my employer gives or offers something to people like me, it generally expects something in return. (Reversed)
- ER2 Even though people like me have had a relationship with my employer organization for a long time, it still expects something in return whenever it offers us a favor. (Reversed)
- ER3 My employer will compromise with people like me when it knows that it will gain something. (Reversed)
- ER4 My employer takes care of people who are likely to reward the organization. (Reversed)

1= strongly disagree 2=disagree 3=somewhat disagree 4=neutral 5=somewhat agree 6=agree 7=strongly agree

Relationships in Public Relations scale_(modified from Hon & Grunig, 1999, pp. 28-30)

Please rate the following statements about intentions and considerations regarding job continuity from 1 strongly disagree to 7 strongly agree.

Intentions and Considerations Regarding Job Continuity

Subjective social status

- SSS1 I do not like the image of me I see in the future if I remain in my current job
- SSS2 My present job leaves me no choice but to look for alternative job offer that will benefit my status.
- SSS3 I often feel like quitting this job because my present job position is not compatible with my job resume.
- SSS4 I feel like quitting this job because of my marital status.

Organizational culture

- OC1 I often feel like staying at home than going to work because of the way my employer organisation is structured.
- OC2 I am seriously considering quitting this job because of the organisational practices and policies.
- OC3 My major dissatisfaction in life comes from my job environment.

Personal orientation

- PO1 Leaving my present job is my ultimate priority now because of family demand.
- PO2 My family is not happy with the nature of my job.
- PO3 I often consider leaving my job as a result of my health status.
- PO4 I cannot be fit enough to continue this job in the near future
- PO5 I often feel like quitting this job because the employer does not keep to its promise.
- PO6 Most of people whose opinions I respect think I should leave my job.
- PO7 I intend to leave this employer in the next one year.
- PO8 I often feel like quitting this employer because I see no future in it.

Expectation

- EX1 Healthcare package is so poor to compare to the kind of work I do.
- EX2 If I get better offer, I will leave my present job because of job insecurity.
- EX3 I often feel that my present job is not worth the offer.
- EX4 Regardless of the pay, I would prefer working where I will be respected and recognized.
- EX5 What is holding me in this job is that I have not gotten an acceptable alternative offer/job that is lucrative.

Career Growth

- CG1** I often feel like quitting this employer because my years of service do not reflect my present job designation.
- CG2** I want to learn few things concerning my job career in this employer and leave.
- CG3** I know I deserve a better job, I will go for it when I find one
- CG4** I need a work environment that will improve me, I don't get it here.
- CG5** I feel like quitting this employer because it does not create opportunity for advancement and development.

1= strongly disagree 2=disagree 3=somewhat disagree 4=neutral 5=somewhat agree 6=agree 7=strongly agree

Turnover Intention Scale (Ike et al., 2023)

Please rate the following statements concerning family planning from 1 strongly disagree to 7 strongly agree.

Family Planning

- FP1** My desire to have a baby has increased recently
- FP2** I feel that something in me asks me to have child(ren)
- FP3** The idea of having child(ren) is a recurring theme in my thoughts
- FP4** I talk to other people about the idea of having a baby
- FP5** Nowadays I think more about having child(ren) than I used to think
- FP6** I want to have child(ren) as soon as possible
- FP7** When I see babies or young children, it makes me want to have one too
- FP8** If I had child(ren) now, I would be happy
- FP9** I believe that having a child will make me a more fulfilled person
- FP10** I feel that I am prepared to have children

1= strongly disagree 2=disagree 3=somewhat disagree 4=neutral 5=somewhat agree 6=agree 7=strongly agree

Desire to have more children scale (Natividade et al., 2020)

APPENDIX 2: Survey in Finnish

Suostutko osallistumaan tähän tutkimukseen?

Kyllä

Ei

Taustatiedot

Hoidatko tällä hetkellä kokopäiväisesti kotona omaa lasta/lapsia?

Kyllä

Ei

**Minulla on (vakituinen tai määräaikainen) työ, johon voin palata vanhem-
pain-/ hoitovapaan jälkeen?**

Kyllä

Ei

Sukupuoli

Nainen

Mies

Muu

Ikä

Kirjoita numero

Työntekijän sitoutuminen

Arvioi seuraavat väittämät koskien sitoutumistasi nykyiseen työhösi asteikolla 1 (täysin erimieltä) – 7 (täysin samaa mieltä)

- | | |
|-----|---|
| EE1 | Keskityn intensiivisesti työhöni |
| EE2 | Syvennyn työhöni |
| EE3 | Kiinnitän paljon huomiota työhöni |
| EE4 | Jaan samat arvot työssäni kuin kollegani |
| EE5 | Jaan samat tavoitteet työssäni kuin kollegani |
| EE6 | Jaan samat asenteet työssäni kuin kollegani |
| EE7 | Suhtaudun positiivisesti työhöni |
| EE8 | Tunnen oloni energiseksi työssäni |
| EE9 | Olen innostunut työstäni |

1= täysin eri mieltä 2= eri mieltä 3= jossain määrin eri mieltä 4= neutraali 5= jossain määrin samaa mieltä 6= samaa mieltä 7= täysin samaa mieltä

Organisaatiokulttuuri

Arvioi seuraavat väittämät koskien nykyisen työnantajasi organisaatiokulttuuria asteikolla 1 (täysin eri mieltä) – 7 (täysin samaa mieltä)

- OC1** Eri osastoilla työskentelevillä henkilöillä on yhteinen näkemys
- OC2** Työpaikkani eettiset arvot auttavat meitä erottamaan oikean väärästä ja ohjaavat käyttäytymistämme
- OC3** Työpaikkani arvoperusta määrittelee liiketoimintatapamme selkeillä ja yhtenäisillä arvoilla
- OC4** Työnantajani antaa työntekijöille vapauden poiketa säännöistä
- OC5** Työntekijöillämme on mahdollisuus esittää ideoitaan ennen kuin johto tekee päätöksiä
- OC6** Työpaikassani on eettinen ohjeisto, joka ohjaa käyttäytymistämme ja kertoo meille oikean väärästä
- OC7** Työpaikassani on erittäin vahva kulttuuri
- OC8** Työpaikassani on helppo päästä sopimukseen jopa vaikeista asioista
- OC9** Työpaikassani on selvä yhteisymmärrys siitä, mikä on oikea ja mikä väärä tapa tehdä asioita
- OC10** Työpaikkani eri osastojen ihmiset jakavat yhteisen näkemyksen

1= täysin eri mieltä 2= eri mieltä 3= jossain määrin eri mieltä 4= neutraali 5= jossain määrin samaa mieltä 6= samaa mieltä 7= täysin samaa mieltä

Organizational Culture Scale presented by Salehipour & Ah Mand (2018, p. 205) according to Van den Berg and Wilderom (2004).

Työn ja yksityiselämän tasapaino - Työpaikan tuki

Arvioi seuraavat väittämät koskien nykyisen työpaikkasi tukea työn ja yksityiselämän tasapainolle asteikolla 1 (täysin eri mieltä) – 7 (täysin samaa mieltä)

- WLB1** Työskentelen ympäristössä, joka tukee perhe- ja henkilökohtaisia sitoumuksiani
- WLB2** Työnantajani antaa minun työskennellä kotoa käsin tarvittaessa
- WLB3** Minulla on riittävä tekninen tuki voidakseni työskennellä toimiston ulkopuolella (kannettava tietokone, internetyhteys, VPN-yhteys jne.)
- WLB4** Työnantajani uskoo terveisiin työn ja yksityiselämän tasapainon käytäntöihin

- WLB5** Työnantajani kannustaa työntekijöitään pitämään vuosilomia/va-
paata
- WLB6** Johto uskoo onnellisten ihmisten tärkeyteen työpaikalla
- WLB7** Esihenkilöni välittää alaistensa hyvinvoinnista
- WLB8** Esihenkilöni ei koskaan estä minua pitämästä minulle kuuluvaa lo-
maa
- WLB9** Saan merkittävää tukea esihenkilöltäni työ- ja yksityiselämäni tasa-
painon varmistamiseksi
- WLB10** Jos tarvitsisin työ- ja yksityiselämäni tukevia järjestelyjä, minun
kollegani/tiimini kannustaisivat minua käyttämään niitä
- WLB11** Yhteistyöhaluisten työkavereideni ansioista en kohtaa vaikeuksia
henkilökohtaisessa elämässäni

1= täysin eri mieltä 2= eri mieltä 3= jossain määrin eri mieltä 4= neutraali 5= jossain määrin samaa mieltä 6= samaa mieltä 7= täysin samaa mieltä

WLB - Workplace Support Scale (Banu & Duraipandian, 2014)

Organisaation tiedotus- ja suhdetoiminta

Arvioi seuraavat väittämät koskien nykyisen työpaikkasi tiedotus- ja suhdetoimintaa työntekijöitä kohtaan asteikolla 1 (täysin eri mieltä) - 7 (täysin samaa mieltä)

Luottamus

- T1** Työnantajani kohtelee minua oikeudenmukaisesti ja reilusti
- T2** Kun työnantajani tekee tärkeän päätöksen, tiedän sen huomioivan
kaltaiseni ihmiset
- T3** Voin luottaa siihen, että työnantajani pitää lupauksensa
- T4** Uskon, että työnantajani huomioi minun kaltaisteni ihmisten mieli-
piteet päätöksenteossa
- T5** Tunnen suurta luottamusta työnantajani taitoihin
- T6** Työnantajani tekee mitä lupaa

Vastavuoroisuus

- CM1** Työnantajani ja kaltaiseni ihmiset ovat tarkkaavaisia toistensa mie-
lipiteille
- CM2** Työnantajani pitää minun kaltaisteni ihmisten mielipiteitä oikeutet-
tuina
- CM3** Ollessaan tekemisissä kaltaisteni ihmisten kanssa, työnantajani tai-
puu painostamaan (käännteinen)
- CM4** Työnantajani kuuntelee aidosti kaltaisteni ihmisten mielipiteitä
- CM5** Työnantajani johto antaa kaltaisilleni ihmisille riittävästi sananval-
taa päätöksentekoprosessissa

Sitoutuminen

- C1** Tunnen, että työnantajani pyrkii ylläpitämään pitkäaikaista sitoutumista kaltaisiini ihmisiin
- C2** Koen, että työnantajani haluaa ylläpitää suhdetta kaltaisiini ihmisiin
- C3** Työnantajani ja minun kaltaisten ihmisten välillä on pitkäaikainen side
- C4** Verrattuna muihin organisaatioihin, arvostan enemmän suhdettani työnantajaani
- C5** Työskentelen mieluummin yhdessä työnantajaorganisaationi kanssa kuin olen työskentelemättä

Tyytyväisyys

- S1** Olen tyytyväinen työnantajaani
- S2** Sekä työnantajani että kaltaiseni ihmiset hyötyvät suhteesta
- S3** Useimmat kaltaiseni ihmiset ovat tyytyväisiä vuorovaikutukseensa työnantajani kanssa
- S4** Yleisesti ottaen olen tyytyväinen suhteeseen, jonka työnantajani on luonut minun kaltaisten ihmisten kanssa
- S5** Useimmat ihmiset nauttivat toimimisesta työnantajani kanssa

Yhteisölliset suhteet

- CR1** Työnantajani ei erityisemmin nauti toisten auttamisesta (käänteinen)
- CR2** Työnantajani on erittäin huolissaan kaltaisten ihmisten hyvinvoinnista
- CR3** Koen, että työnantajani käyttää hyväkseen haavoittuvia ihmisiä (käänteinen)
- CR4** Koen, että työnantajani menestyy tallomalla muita ihmisiä (käänteinen)
- CR5** Työnantajani auttaa kaltaisiiani ihmisiä odottamatta mitään vastineeksi

Vaihtosuhde

- ER1** Aina kun työnantajani antaa tai tarjoaa jotain kaltaisilleni ihmisille, se yleensä odottaa jotain vastineeksi
- ER2** Vaikka kaltaisillani ihmisillä on ollut suhde työnantajaani pitkään, se odottaa silti jotain vastineeksi aina tarjotessaan meille palveluksen
- ER3** Työnantajani tekee kompromissin kaltaisten ihmisten kanssa, kun se tietää hyötyvänsä siitä
- ER4** Työnantajani huolehtii ihmisistä, jotka ovat todennäköisesti hyödyksi organisaatiolle

1= täysin eri mieltä 2= eri mieltä 3= jossain määrin eri mieltä 4= neutraali 5= jossain määrin samaa mieltä 6= samaa mieltä 7= täysin samaa mieltä

Relationships in Public Relations scale_(modified from Hon & Grunig, 1999, pp. 28–30)

Arvioi seuraavat väittämät koskien aikomuksiasi koskien työssä jatkamista asteikolla 1 (täysin eri mieltä) – 7 (täysin samaa mieltä)

Aikomukset ja ajatukset työn jatkuvuudesta

Subjektiiivinen sosiaalinen asema

- SSS1 En pidä näkemästäni kuvasta itsestäni tulevaisuudessa, jos jatkan nykyisessä työssäni
- SSS2 Nykyinen työni jättää minulle vaihtoehdoksi ainoastaan uuden, asemaani sopivan, työpaikan etsimisen
- SSS3 Tunnen usein halua irtisanoutua työstäni, koska nykyinen työtehtäväni ei vastaa osaamistani/ ansioluotteloani
- SSS4 Tunnen halua irtisanoutua tästä työstä avioliittostatukseni takia

Organisaatiokulttuuri

- OC1 Tunnen usein halua jäädä kotiin töihin menemisen sijaan työnantajani organisaatorakenteen vuoksi
- OC2 Harkitsen vakavasti työstäni irtisanoutumista työnantajani käytäntöjen vuoksi
- OC3 Suurin tyytymättömyyteni elämässäni johtuu työympäristöstäni

Henkilökohtainen suuntautuminen

- PO1 Tämänhetkisen työni jättäminen on nyt ensisijainen tavoitteeni perheeni asettamien vaatimusten vuoksi
- PO2 Perheeni ei ole tyytyväinen työni luonteeseen
- PO3 Harkitsen usein työstä eroamista terveydentilani vuoksi
- PO4 En ole riittävän hyväkuntoinen jatkamaan työtäni lähitulevaisuudessa
- PO5 Koen usein halua irtisanoutua työstäni, koska työnantajani ei pidä lupauksiaan
- PO6 Useimmat niistä ihmisistä, joiden mielipiteitä arvostan, ovat sitä mieltä, että minun tulisi lähteä työstäni
- PO7 Aion lähteä työpaikastani seuraavan vuoden aikana
- PO8 Tunnen usein halua irtisanoutua työpaikastani, koska en näe tulevaisuutta siitä

Odotukset

- EX1 Työnantajan tarjoamat terveystalvet ovat huonoja verrattuna tekemääni työhön
- EX2 Jos saan paremman tarjouksen, lähden nykyisestä työstäni työn epävarmuuden vuoksi
- EX3 Koen usein, että nykyinen työni ei ole sen tarjoaman vastineen arvoista
- EX4 Palkasta riippumatta, haluaisin mieluummin työskennellä siellä, missä minua kunnioitetaan ja saan tunnustusta työssäni
- EX5 Minua pitää työssäni se, että en ole saanut riittävän hyvää vaihtoehtoista työtä tai työtarjousta

Urakasvu

- CG1 Tunnen usein halua irtisanoutua, koska työsuhteeni kesto ei vastaa nykyistä työnimikettäni
- CG2 Haluan vielä oppia muutaman asian työuraani liittyen ja sen jälkeen lähteä
- CG3 Tiedän, että ansaitseen paremman työn ja tavoittelen sitä kun löydän sellaisen
- CG4 Tarvitsen työympäristön, joka kehittää minua, enkä saa sitä nykyisessä työpaikassani
- CG5 Koen haluavani irtisanoutua työpaikastani, koska se ei tarjoa edistymis- ja kehittymismahdollisuuksia

1= täysin eri mieltä 2= eri mieltä 3= jossain määrin eri mieltä 4= neutraali 5= jossain määrin samaa mieltä 6= samaa mieltä 7= täysin samaa mieltä

Turnover Intention Scale (Ike et al., 2023)

Arvioi seuraavat väittämät koskien perhesuunnittelua asteikolla 1 (täysin eri mieltä) – 7 (täysin samaa mieltä)

Perhesuunnittelu

- FP1 Haluni saada lapsi on kasvanut viime aikoina
- FP2 Tunnen, että jokin minussa kehottaa minua hankkimaan (lisää) lapsia
- FP3 Ajatus lapsen hankkimisesta on toistuva teema ajatuksissani
- FP4 Keskustelen muiden ihmisten kanssa ajatuksesta saada lapsi
- FP5 Ajattelen enemmän lapsen hankkimista kuin ennen
- FP6 Haluan saada lapsen mahdollisimman pian
- FP7 Kun näen vauvoja tai lapsia, haluan myös saada oman
- FP8 Jos minulla olisi nyt (lisää) lapsia, olisin onnellinen
- FP9 Uskon, että lapsen saaminen tekisi minusta tyytyväisemmän
- FP10 Tunnen olevani valmis saamaan (lisää) lapsia

1= täysin eri mieltä 2= eri mieltä 3= jossain määrin eri mieltä 4= neutraali 5= jossain määrin samaa mieltä 6= samaa mieltä 7= täysin samaa mieltä

Desire to have more children scale (Natividade et al., 2020)



APPENDIX 3: Research notification in Finnish

JYVÄSKYLÄN YLIOPISTO

KAUPPAKORKEAKOULU

KAUPPAKORKEAKOULU

10.4.2024

10.4.2024

TIEDOTE KOSKIEN OPISKELIJAN TEKEMÄÄ KYSELYÄ

Työn ja perheen tasapainottaminen: Organisaation vaikutukset työntekijöiden sitoutumiseen ja perhesuunnitteluun ja pyyntö osallistua

Sinua pyydetään mukaan Työn ja perheen tasapainottaminen: Organisaation vaikutukset työntekijöiden sitoutumiseen ja perhesuunnitteluun -kyselyyn, jossa tutkitaan miten työnantajan organisaatiokulttuuri, työn ja elämän tasapainon järjestelyt ja sisäinen tiedotus- ja suhdetoiminta näkyvät työntekijöiden sitoutumisessa, päätöksentekoprosessissa palata vanhempainvapaan jälkeiseen työhön ja perhesuunnittelun mieltymyksissä. Tavoitteena on ymmärtää näiden tekijöiden välisiä mahdollisia yhteyksiä ja siten edistää työntekijöiden työ- ja yksityiselämää tukevien käytäntöjen kehittämistä.

Sinua pyydetään osallistumaan, koska olet todennäköisesti saanut lähiaikoina lapsen ja sovit siten vastaamaan kyselyyn. Linkki kyselyyn jaetaan ryhmissä, joiden jäsenillä voidaan katsoa olevan lapsia.

Tämä tiedote kuvaa kyselyä ja siihen osallistumista. Kyselyssä ei kerätä henkilötietoja.

Osallistuminen edellyttää, että hoidat tällä hetkellä omaa lasta/lapsia täysipäiväisesti ja sinulla on voimassa oleva työsuhde.

Osallistujia on odotettavissa 100-200 henkilöä, jotka ovat pääosin äskettäin lapsen saaneita vanhempia vaihtelevalla ikä- ja sukupuolijakaumalla.

Tämä on yksittäinen kysely, eikä sinuun oteta myöhemmin uudestaan yhteyttä.

2. Vapaaehtoisuus

Tähän kyselyyn osallistuminen on vapaaehtoista. Voit kieltäytyä osallistumasta, keskeyttää osallistumisen tai peruuttaa jo antamasi suostumuksen syytä ilmoittamatta milloin tahansa tutkimuksen aikana. Tästä ei aiheudu sinulle kielteisiä seurauksia.

Peruuttaessasi suostumuksesi henkilötietojesi käsittelyyn, sinusta siihen mennessä kerättyjä henkilötietoja, näytteitä ja muita tietoja ei voida käsitellä, vaan ne hävitetään, mikäli niiden poistaminen aineistosta on mahdollista.

3. Tutkimuksen kulku

Tutkimus koostuu yksinkertaisesta kyselylomakkeesta, jonka täyttäminen kestää noin 10 minuuttia. Kysely keskittyy kartoittamaan kokemuksia työn ja perhe-elämän yhteensovittamisesta sekä organisaation tuesta tällä saralla. Osallistuminen tapahtuu täysin vapaaehtoisesti, ja vastaajien henkilöllisyys pysyy anonyyminä. Tutkimus ei edellytä tutkimuskäyntejä tai muita toimenpiteitä, vaan osallistuminen onnistuu helposti omalta tietokoneelta tai älypuhelimelta. Tutkimuksen odotetaan kestävän noin kuukauden verran, minkä jälkeen kerätyt vastaukset analysoidaan tarkemmin tutkimustulosten saamiseksi.

4. Tutkimuksesta mahdollisesti aiheutuvat hyödyt

Kyselyyn osallistumisesta ei ole vastanneelle itselleen suoraa hyötyä. Sen sijaan kyselyn avulla voidaan saada arvokasta tietoa työn ja perhe-elämän yhteensovittamisesta sekä organisaatioiden tuesta tällä saralla. Näiden tietojen avulla voidaan kehittää parempia käytäntöjä työpaikoilla, jotka tukevat työntekijöiden hyvinvointia ja tehokkuutta. Parhaimmassa tapauksessa tuloksia voidaan hyödyntää myös isommassa mittakaavassa poliittisessä päätöksenteossa.

5. Tutkimuksesta mahdollisesti aiheutuvat riskit, haitat ja epämukavuudet sekä niihin varautuminen

Tutkimukseen osallistumisesta ei odoteta aiheutuvan riskejä, haittoja tai epämukavuuksia.

6. Osallistumisen kustannukset ja korvaukset

Osallistumisesta ei makseta palkkiota eikä korvausta.

7. Tulokset

Osallistujien tunnistaminen tuloksista tai julkaisuista ei ole mahdollista, sillä henkilötietoja ei kerätä kyselyn yhteydessä. Osallistujien yksityisyydensuoja ja anonymiteetti säilytetään kaikissa tilanteissa.

8. Osallistujien vakuutusturva

Osallistujia ei ole vakuutettu.

9. Lisätietojen antajan yhteystiedot

Aino Luuppala, puhelinnumero ja sähköposti