

Influential Article Review - Flexible Job Arrangements: A Meta-Analytical Analysis

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This paper examines management We present insights from a highly influential paper. Here are the highlights from this paper: This meta-analysis investigates how three flexible work practices (FWPs), flexible work schedules, telecommuting and sabbaticals, affect organizational attractiveness for job seekers and the organizational attachment of employees. Based on organizational support theory and signalling theory, we conjecture that anticipated organizational support mediates the positive relationship between FWPs and organizational attractiveness. Applying the conservation of resources theory, we suggest that FWPs increase organizational attachment through increased perceived autonomy. Meta-analytic results based on 68 studies and 52,738 employees indicate that FWPs increase organizational attractiveness and that the positive effects are partially mediated by anticipated organizational support. We also find that flexible work schedules and sabbaticals (but not telecommuting) increase organizational commitment and that all FWPs decrease turnover intention. Furthermore, these effects are partially mediated by perceived autonomy. Implications for practice and future research are discussed. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Flexible work schedules, Telecommuting, Sabbaticals, Organizational attractiveness, Organizational attachment

SUMMARY

- The overall aim of this study was to investigate the question of whether and how FWPs are related to organizational attractiveness and organizational attachment.
- Concerning the external outcomes and hence focusing on anticipated organizational support and organizational attractiveness, our meta-analytic results indicate that flexible work schedules, telecommuting and sabbaticals are related to increased anticipated organizational support and organizational attractiveness. Following Cohen's benchmarks, the effect sizes of all three FWPs are small to moderate . However, when comparing effect sizes, sabbaticals increase organizational attractiveness more strongly than flexible work schedules and telecommuting. Because sabbaticals are less common than flexible work schedules and telecommuting , job seekers may feel a special privilege when they enter an organization that offers sabbaticals. Moreover, the opportunity for a longer paid leave from work sounds very desirable .

- Our meta-analysis also attempted to clarify how FWPs are linked to organizational attractiveness. Applying organizational support theory and signalling theory, we find evidence that anticipated organizational support partially mediates the relationship between FWPs and organizational attractiveness, which is in line with the recent study by Thompson et al. . By offering FWPs, organizations signal that they care for their employees. The fact that anticipated organizational support only partially mediates the relationship indicates that there may be additional channels how FWPs affect organizational attractiveness beyond anticipated organizational support. Butts et al. , for example, suggested legitimacy as a channel. They find that FWPs are desired by individuals regardless of whether FWPs are anticipated as supportive.
- The internal outcomes perceived autonomy and organizational commitment are also positively affected by FWPs whereby FWPs have a negative relationship with turnover intention.
- Despite the significant contributions of this study, it is not without limitations. One restriction is the fact that this meta-analysis displays correlations and not necessarily causal effects. To identify causal effects, field experiments with treatment and control groups and random allocations of employees to one of these groups would be helpful. Performing quasi-experiments that include design features like removed treatment may enhance the internal validity , because randomized experiments are often impractical or unethical in our context. Statistical techniques like propensity score matching may also facilitate the identification of causal effects .
- Another problem is the low frequency of primary studies that analyse the effects of FWPs, especially of sabbaticals, on anticipated organizational support, perceived autonomy, and turnover intention. While several primary studies analysed the effects of flexible work schedules, few primary studies analysed the effects of telecommuting and hardly any primary study analysed the effects of sabbaticals. Hence, additional studies are needed to address these under-researched areas.
- The fact that anticipated organizational support and perceived autonomy only partially mediate the relationships between organizational attractiveness and organizational attachment, respectively, indicates that there might be other mediators.
- Our results indicate that organizations should implement flexible work schedules, telecommuting and sabbaticals to attract job seekers. Offering FWPs serves as a signal to job seekers that the organization will care about the employees` wellbeing and thus increases organizational attractiveness. As a consequence, individuals are more likely to apply to such organizations, which enlarge the talent pool from which these organizations can select the best talents. Moreover, the more highly an applicant evaluates the organizational attractiveness, the more likely the applicant is to accept a job offer .

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Onken-Menke, G., Nüesch, S., & Kröll, C. (2017). Are you attracted? Do you remain? Meta-analytic evidence on flexible work practices. *Business Research*, 11(2), 239–277.

This is the link to the publisher's website:

<https://link.springer.com/article/10.1007/s40685-017-0059-6#Sec23>

INTRODUCTION

As an organization's competitive advantage is often based on specific knowledge of its employees (Campbell et al. 2012), it is crucial for organizations to attract and retain the most talented employees. To be considered as a desirable employer, both externally to potential new hires and internally to existing employees, more and more organizations strategically manage their human capital in times of talent shortage (e.g. Dineen and Allen 2016). Organizations increasingly offer flexible work practices (FWPs),

like flexible work schedules, telecommuting and sabbaticals, to attract job seekers (e.g. Thompson et al. 2015) and retain existing employees (e.g. Casper and Harris 2008), who increasingly place importance on FWP. For example, 75% of employees and 74% of job seekers state that they value FWP most over other benefits offered by employees (CareerArc 2015). While in practice the majority of companies offer FWP (Society for Human Resource Management 2017), empirical studies examining the effect of FWP on organizational attractiveness and organizational attachment have produced conflicting results. Some studies have found that FWP increase organizational attractiveness (e.g. Thompson et al. 2015) and organizational attachment (e.g. Roehling et al. 2001). Other studies, however, have found no relationship between FWP and organizational attractiveness (e.g. Kausel and Slaughter 2011) or between FWP and organizational attachment (e.g. Haar 2008; Behson 2005), or have even found that FWP decrease organizational attachment (e.g. Masuda et al. 2012). Hence, a meta-analytic summary is important to provide clear insights on the links between FWP and organizational attractiveness and organizational attachment, respectively.

Through conducting a meta-analysis, we quantitatively summarize the findings of primary studies and compute overall estimates of the effects of FWP on the organizational attractiveness both for job seekers and for existing employees. More specifically, we test whether and how FWP increase job seekers' organizational attractiveness and employees' organizational attachment.

We analyse the effects of three different FWP, namely flexible work schedules, telecommuting, and sabbaticals, on organizational attractiveness and organizational attachment, the latter operationalized by organizational commitment and turnover intention. Furthermore, we investigate how FWP and the outcomes are related by integrating two different mediators into the model. Drawing on signalling theory (Spence 1973), organizational support theory (Eisenberger et al. 1986) and prior empirical research (e.g. Casper and Buffardi 2004; Thompson et al. 2015), we argue that the link between FWP and organizational attractiveness to job seekers is mediated by the job seekers' anticipated organizational support and that the link between FWP and employees' organizational attachment is mediated by employees' perceived autonomy. Anticipated organizational support is defined as the job seekers' anticipation of the extent to which the organization will value their contribution and care about their wellbeing (Eisenberger et al. 1986), while perceived autonomy describes the employees' perception of the extent to which they can structure and control how, when and where they work (Gajendran and Harrison 2007). In addition, we examine the quality of primary study and the availability versus use of FWP as potential moderators, because these factors are likely to cause heterogeneity across the primary studies and effect sizes.

We make four contributions to the literature. First, unlike prior meta-analyses (e.g. Butts et al. 2013), we analyse the specific effects of flexible work schedules, telecommuting and sabbaticals rather than a joint effect of a bundle of FWP. FWP reflect different terms of flexibility regarding when (e.g. flexible work schedules), where (e.g. telecommuting), and for how long work is conducted (Hill et al. 2008), whereby the latter includes decisions about breaks from work (e.g. sabbaticals). Thus, the individual FWP are not interchangeable and aggregating them into a single construct may hide differential effects (Allen et al. 2013). In doing so, we contribute to the literature by responding to a call for more research on the effects of individual FWP (Kossek et al. 2010; Allen et al. 2013).

Second, this analysis takes a closer look at the underlying psychological mechanisms of the effects. Therefore, we develop and test a model of the indirect effects of FWP on organizational attractiveness and organizational attachment, respectively. Prior analyses of mediators in the relationships of FWP with organizational attractiveness and with organizational attachment often concentrate on family issues like work-family conflict (e.g. McNall et al. 2009; Ivanauskaite 2015). However, there are likely to be other mediating factors concerning personal perception besides family.

Third, to the authors' knowledge, this is the first meta-analysis that links two research streams that have mostly been examined separately, namely the effects on both the external (organizational attractiveness) and internal (organizational attachment) perspectives of an employer image. A separation of the two different samples might make sense in the data collection process of prior studies, but it inhibits discussions about FWP from different perspectives. Thus, this paper gives some insights into the effectiveness of FWP as an attracting and a retaining strategy.

Fourth, this is the first meta-analysis that includes sabbaticals as a predictor of organizational attractiveness and attachment. Because sabbaticals are increasingly offered by employees (Society for Human Resource Management 2016), knowing their effect is highly relevant for practitioners.

CONCLUSION

Offering flexible work practices (FWPs) is an effective strategy to attract job seekers and retain employees. This meta-analysis shows that flexible work schedules, telecommuting and sabbaticals have positive relationships with organizational attractiveness that are mediated through anticipated organizational support. Furthermore, FWPs are positively related to organizational attachment because of increased perceived autonomy. We hope that this meta-analysis will stimulate future analyses of the underlying processes by which FWPs can help organizations in attracting and retaining talented employees.

APPENDIX

FIGURE 1
MODEL LINKING FWPS TO EXTERNAL AND INTERNAL OUTCOMES. AOS
ANTICIPATED ORGANIZATIONAL SUPPORT

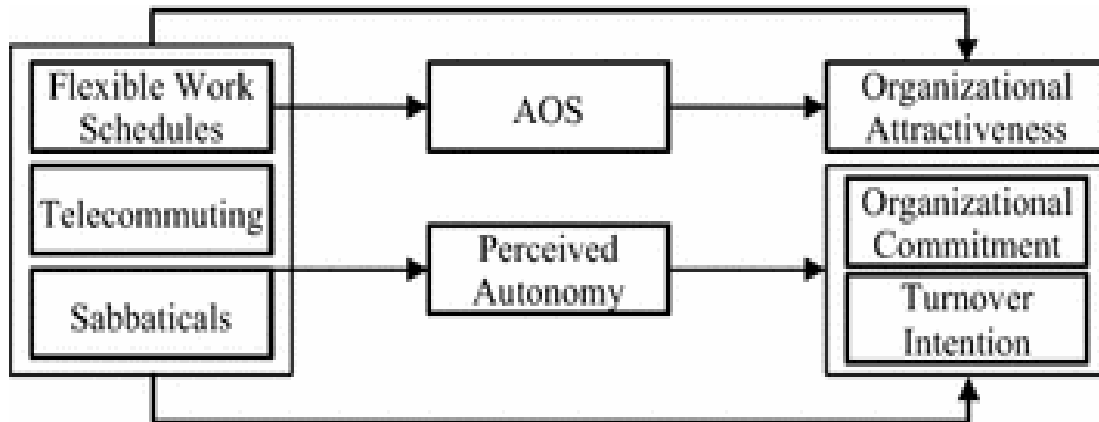


FIGURE 2
SCHEMATIC DIAGRAM OF LITERATURE RESEARCH AND INCLUSION

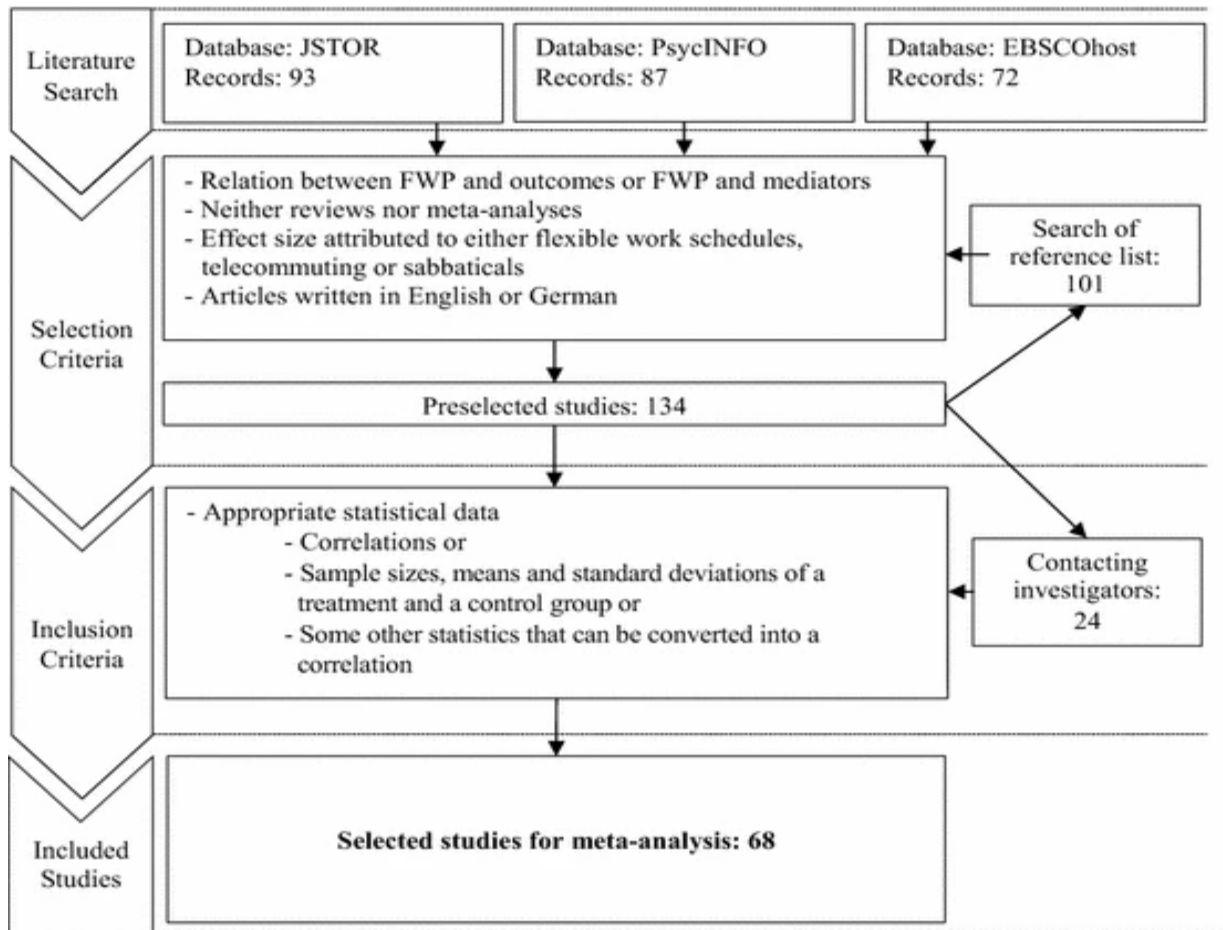


FIGURE 3
MODEL LINKING FWPS TO EXTERNAL OUTCOMES

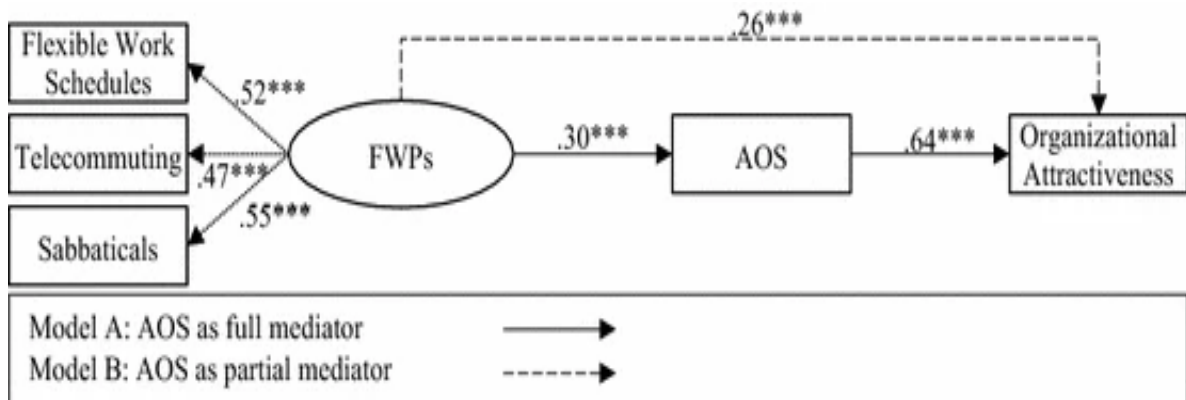


FIGURE 4
MODEL LINKING FWPS TO INTERNAL OUTCOMES

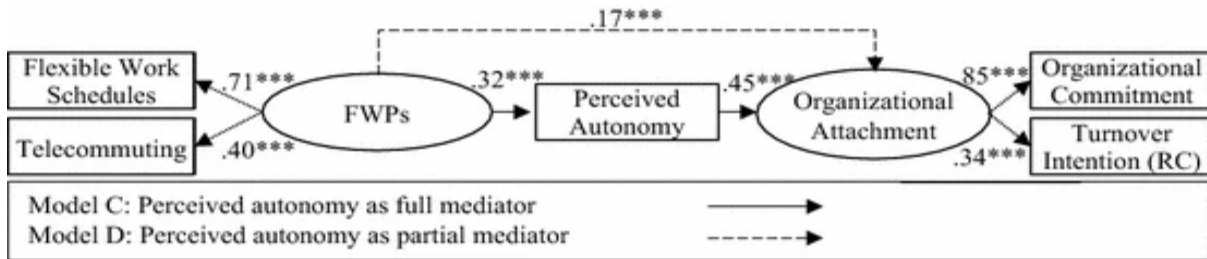


TABLE 1
CHARACTERISTICS OF THE PRIMARY STUDIES INCLUDED IN THE META-ANALYSIS

Investigator(s) and year	# Inter-ventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Altmann and Süß (2015) ^a	1	Europe (<i>N</i> = 87)	Sabbaticals	A	Organizational attractiveness	0.79
Amirbakhtiyarvand et al. (2014)	1	Asia (<i>N</i> = 201)	Telecommuting	U	Organizational commitment	1.00
Anderson et al. (2002) ^e	1	North America (<i>N</i> = 2248)	Flexible work schedules	A	Turnover intention	0.96
Aryee (1992)	1	Asia (<i>N</i> = 354)	Flexible work schedules	A	Organizational commitment, turnover intention, perceived autonomy	0.86
Behson (2002)	1	North America (<i>N</i> = 141)	Flexible work schedules	A	Organizational commitment	0.96
Behson (2005) ^e	1	North America (<i>N</i> = 2248)	Flexible work schedules	A	Turnover intention, perceived autonomy	0.96
Bourhis and Mekkaoui (2010) ^d	1	North America (<i>N</i> = 110)	Flexible work schedules	A	Organizational attractiveness	0.56
Brummelhuis and van der Lippe (2010)	2	North America (<i>N</i> = 110)	Telecommuting	A	Organizational attractiveness	0.63
	1	Europe (<i>N</i> = 482)	Flexible work schedules	U	Perceived autonomy	0.96
Chow and Keng-Howe (2006)	2	Europe (<i>N</i> = 482)	Telecommuting	U	Perceived autonomy	0.96
	1	Asia (<i>N</i> = 147)	Flexible work schedules	A	Organizational commitment	0.89
Clark et al. (2015)	1	North America (<i>N</i> = 131)	Flexible work schedules	U	Turnover intention	0.61
	2	North America (<i>N</i> = 87)	Flexible work schedules	U	Turnover intention	0.52
	3	North America (<i>N</i> = 131)	Telecommuting	U	Turnover intention	0.64
	4	North America (<i>N</i> = 87)	Telecommuting	U	Turnover intention	0.56
Dubose (2011) ^c	1	North America (<i>N</i> = 101)	Flexible work schedules	A	Organizational attractiveness	0.73

Investigator(s) and year	# Inter-ventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Farmer (2015)	1	North America ($N = 201$)	Telecommuting	U	Organizational commitment	1.00
Fonner and Roloff (2010)	1	North America ($N = 193$)	Telecommuting	U	Organizational commitment	0.84
Galanaki (2013)	1	Europe ($N = 1115$)	Flexible work schedules	A	Organizational commitment	0.96
	2	Europe ($N = 1115$)	Telecommuting	A	Organizational commitment	0.96
	3	Europe ($N = 1115$)	Sabbaticals	A	Organizational commitment	0.86
Gaziel (1995) ^{d,e}	1	Asia ($N = 269$)	Sabbaticals	U	Turnover Intention	0.92
Gehlen (2014)	1	Europe ($N = 184$)	Sabbaticals	A	Organizational attractiveness	0.75
Geldhauser (2007) ^b	1	North America ($N = 161$)	Flexible work schedules	A	Organizational Attractiveness	0.88
Giffords (2009) ^f	1	North America ($N = 214$)	Flexible work schedules	A	Organizational commitment	0.77
Golden (2006)	1	North America ($N = 293$)	Telecommuting	U	Organizational commitment, turnover intention	1.00
Golden and Veiga (2008)	1	North America ($N = 375$)	Telecommuting	U	Organizational commitment	1.00
Golden et al. (2006)	1	North America ($N = 454$)	Flexible work schedules	A	Perceived autonomy	0.88
	2	North America ($N = 454$)	Telecommuting	A	Perceived autonomy	0.96
Golden et al. (2008)	1	North America ($N = 261$)	Telecommuting	U	Turnover intention	1.00
Grover and Crooker (1995)	1	North America ($N = 745$)	Flexible work schedules	A	Organizational commitment, turnover intention	0.71
Gudmundsson et al. (2006)	1	Australia ($N = 326$)	Telecommuting	A	Turnover intention	0.96
Haar (2008)	1	New Zealand ($N = 100$)	Flexible work schedules	U	Organizational commitment	1.00

Investigator(s) and year	# Interventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Halpern (2005)	1	North America (N = 3525)	Flexible work schedules	A	Organizational commitment	0.96
	2	North America (N = 3525)	Telecommuting	A	Organizational commitment	0.96
Hill et al. (2003) ^f	1	North America (N = 5915)	Telecommuting	U	Organizational commitment	0.64
Hornung and Glaser (2009)	1	Europe (N = 1008)	Telecommuting	U	Perceived autonomy	0.83
Hornung et al. (2008) ^f	1	Europe (N = 887)	Flexible work schedules	A	Organizational commitment	1.00
	2	Europe (N = 887)	Telecommuting	U	Organizational commitment	1.00
Hudgies (2001) ^f	1	North America (N = 239)	Telecommuting	A	Organizational attractiveness	1.00
Hyland and Prottas (2010) ^{a,c}	1	North America (N = 362)	Flexible work schedules	A	Perceived autonomy	0.71
	2	North America (N = 362)	Telecommuting	A	Perceived autonomy	0.63
Ivanauskaite (2015)	1	Europe (N = 228)	Flexible work schedules	A	Organizational commitment	1.00
	2	Europe (N = 228)	Telecommuting	A	Organizational commitment	1.00
Kang (2013)	1	Asia (N = 2995)	Sabbaticals	A	Organizational commitment	0.83
Kang et al. (2010) ^{a,d,e}	1	Asia (N = 16)	Sabbaticals	U	Organizational commitment	0.86
Kar and Misra (2013) ^f	1	Asia (N = 100)	Flexible work schedules	A	Organizational commitment	0.83
Kattenbach et al. (2010) ^f	1	Europe (N = 167)	Flexible work schedules	A	Perceived autonomy	0.88
Kausel and Slaughter (2011) ^f	1	North America (N = 260)	Flexible work schedules	A	Organizational attractiveness, AOS	0.86
Kelliher and Anderson (2010) ^d	1	Europe (N = 2066)	Telecommuting	U	Organizational commitment	0.89

Investigator(s) and year	# Interventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Kinnunen and Mauno (1998)	1	Europe (<i>N</i> = 356)	Flexible work schedules	A	Perceived autonomy	0.58
	2	Europe (<i>N</i> = 145)	Flexible work schedules	A	Perceived autonomy	0.58
Kossek et al. (2006) ^e	1	North America (<i>N</i> = 245)	Telecommuting	U	Turnover intention	0.75
Krausz et al. (2000)	1	Asia (<i>N</i> = 153)	Flexible work schedules	A	Organizational commitment, turnover intention	0.88
Kröll and Nüesch (2015)	1	Europe (<i>N</i> = 188)	Flexible work schedules	A	Organizational attractiveness, AOS	0.75
	2	Europe (<i>N</i> = 188)	Telecommuting	A	Organizational attractiveness, AOS	0.71
	3	Europe (<i>N</i> = 188)	Sabbaticals	A	Organizational Attractiveness, AOS	0.75
	4	Europe (<i>N</i> = 528)	Flexible work schedules	A	Organizational attractiveness, AOS	1.00
	5	Europe (<i>N</i> = 528)	Telecommuting	A	Organizational attractiveness, AOS	0.96
	6	Europe (<i>N</i> = 528)	Sabbaticals	A	Organizational attractiveness, AOS	1.00
Kröll and Nüesch (2016)	1	Europe (<i>N</i> = 651)	Flexible work schedules	A	Organizational commitment, turnover intention	0.71
	2	Europe (<i>N</i> = 651)	Telecommuting	A	Organizational commitment, turnover intention	0.71
	3	Europe (<i>N</i> = 651)	Sabbaticals	A	Organizational commitment, turnover intention	0.71
Lee and Johnson (1991) ^a	1	North America (<i>N</i> = 3541)	Flexible work schedules	U	Organizational commitment	0.89
Lu, et al. (2008) ^e	1	Asia (<i>N</i> = 1122)	Flexible work Schedules	A	Organizational commitment	0.93
Martinez and Gómez (2013)	1	North America (<i>N</i> = 298)	Flexible work schedules	A	Turnover intention	1.00

Investigator(s) and year	# Interventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Masuda et al. (2012) ^f	1	North America (N = 1492)	Flexible work schedules	A	Turnover intention	0.86
	2	North America (N = 1492)	Telecommuting	A	Turnover intention	0.86
	3	Asia (N = 1213)	Flexible work schedules	A	Turnover intention	0.86
	4	Asia (N = 1213)	Telecommuting	A	Turnover intention	0.86
	5	South America (N = 1211)	Flexible work schedules	A	Turnover intention	0.86
	6	South America (N = 1211)	Telecommuting	A	Turnover intention	0.86
McNall et al. (2009) ^a	1	North America (N = 220)	Flexible work schedules	A	Turnover intention	0.96
Mennino et al. (2005)	1	North America (N = 2334)	Flexible work schedules	A	Perceived Autonomy	0.58
Mulvaney (2011)	1	North America (N = 456)	Flexible work schedules	A	Organizational commitment	1.00
	2	North America (N = 456)	Telecommuting	A	Organizational commitment	1.00
Mulvaney (2014) ^e	1	North America (N = 347)	Sabbaticals	A	Organizational commitment	1.00
Munsch (2016) ^d	1	North America (N = 637)	Flexible work schedules	U	Organizational commitment	0.76
	2	North America (N = 637)	Telecommuting	U	Organizational commitment	0.76
Nadler et al. (2010) ^a	1	North America (N = 172)	Flexible work schedules	A	Organizational attractiveness	0.92

Investigator(s) and year	# Inter-ventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Ng et al. (2006)	1	North America (N = 1770)	Flexible work schedules	A	Organizational commitment	1.00
	2	North America (N = 273)	Flexible work schedules	A	Organizational commitment	1.00
Nicholas and Guzman (2009) ^f	1	North America (N = 263)	Telecommuting	A	Perceived autonomy	0.75
Olson (1989) ^{h,e}	1	North America (N = 32)	Telecommuting	U	Organizational commitment, perceived autonomy	0.67
Parasuraman et al. (1996)	1	North America (N = 111)	Flexible work schedules	A	Organizational commitment, perceived autonomy	0.96
Pierce and Newstrom (1982)	1	North America (N = 188)	Flexible Work Schedules	A	Organizational commitment, perceived autonomy	0.96
Premeaux (2007) ^f	1	North America (N = 543)	Flexible Work Schedules	A	Organizational commitment, perceived autonomy	0.86
Rau and Adams (2005) ^d	1	North America (N = 120)	Flexible work schedules	A	Organizational attractiveness	0.64
Rau and Hyland (2002)	1	North America (N = 142)	Flexible work schedules	A	Organizational attractiveness	1.00
	1	North America (N = 142)	Telecommuting	A	Organizational attractiveness	1.00
Rochling et al. (2001)	1	North America (N = 2894)	Flexible work schedules	A	Organizational commitment	0.89
Rothbard et al. (2005)	1	North America (N = 460)	Flexible work schedules	A	Organizational commitment	1.00
Scandura and Lankau (1997) ^h	1	North America (N = 160)	Flexible work schedules	A	Organizational commitment	0.88
Teerling (2014)	1	Europe (N = 834)	Flexible work schedules	A	Organizational attractiveness	0.88
	2	Europe (N = 834)	Telecommuting	A	Organizational Attractiveness	0.88

Investigator(s) and year	# Interventions	Sample size and study description	FWPs	FWP type	Outcome(s)	Study quality
Thomas and Ganster (1995)	1	North America (N = 398)	Flexible work schedules	A	Perceived autonomy	0.96
Thompson et al. (2015)	1	North America (N = 130)	Flexible work schedules	A	Organizational attractiveness, AOS	0.75
	2	North America (N = 130)	Telecommuting	A	Organizational attractiveness, AOS	0.75
Wulfert (2010) ^f	1	Europe (N = 55)	Flexible work schedules	A	Organizational commitment, perceived autonomy	0.88

Number (here: of interventions), N the sample size, FWPs flexible work practices, A availability of FWPs, U use of FWPs, AOS anticipated organizational support

a Received statistical data from the investigator(s)

b Converted F-values into correlations

c Converted beta-values into correlations

d Converted means and standard deviations from treatment and control group into correlations

e Imputed reliabilities

TABLE 2
META-ANALYTIC RESULTS FOR BIVARIATE RELATIONSHIPS BETWEEN FWPS, MEDIATORS AND EXTERNAL OUTCOME VARIABLES

Relationship	K	N	r	ρ	SD	%	SE	95% CI		Q	
								LL	UL		
Flexible work schedules											
AOS	4	1106	0.25	0.25	**	0.17	0.15	0.09	- 0.42	24.48	***
Organizational attractiveness	11	2746	0.18	0.18	***	0.11	0.41	0.11	- 0.25	25.05	**
Telecommuting											
AOS	3	846	0.21	0.22	**	0.14	0.24	0.06	- 0.37	12.09	**
Organizational attractiveness	7	2171	0.14	0.14	**	0.12	0.28	0.05	- 0.23	21.23	**
Sabbaticals											
AOS	2	716	-	-	-	-	-	-	-	-	-
Organizational attractiveness	4	987	0.29	0.30	**	0.19	1.00	0.11	- 0.49	2.87	-

k The number of effect sizes, N the total sample size, r the sample-weighted mean correlation, q the mean estimate of the corrected population correlation, SD q the standard deviation of the mean estimate of the corrected population correlation, % SE the percentage of variance attributable to sampling and measurement error, 95% CI the 95% confidence interval, Q test for the total heterogeneity of true correlations across studies, AOS anticipated organizational support, - relationships were excluded from analysis if their frequency k was less than 3

* p \0.05, ** p\0.01, *** p\0.001

TABLE 3
META-ANALYTIC RESULTS FOR BIVARIATE RELATIONSHIPS BETWEEN FWPS,
MEDIATORS AND INTERNAL OUTCOME VARIABLES

Relationship	K	N	r	ρ	SD ρ	% SE	95% CI		Q		
							LL	UL			
Flexible work schedules											
Perceived autonomy	14	8197	0.31	0.32	***	0.27	0.03	0.18	- 0.46	329.27	***
Organizational commitment	26	20,348	0.19	0.19	***	0.18	0.04	0.12	- 0.26	558.68	***
Turnover intention	13	11,051	- 0.05	- 0.05	*	0.08	0.23	- 0.10	- 0.01	55.32	***
Telecommuting											
Perceived autonomy	6	2601	0.19	0.19	**	0.16	0.11	0.06	- 0.32	57.78	***
Organizational commitment	15	16,653	0.08	0.08		0.18	0.04	- 0.01	- 0.17	172.15	***
Turnover intention	10	6010	- 0.10	- 0.10	**	0.10	0.24	- 0.16	- 0.04	42.15	***
Sabbaticals											
Perceived autonomy	0	-	-	-	-	-	-	-	-	-	-
Organizational commitment	5	5124	0.15	0.15	**	0.11	0.14	0.05	- 0.24	53.94	***
Turnover intention	2	920	-	-	-	-	-	-	-	-	-

k The number of effect sizes, N the total sample size, r the sample-weighted mean correlation, q the mean estimate of the corrected population correlation, SD q the standard deviation of the mean estimate of the corrected population correlation, % SE the percentage of variance attributable to sampling and measurement error, 95% CI the 95% confidence interval, Q test for the total heterogeneity of true correlations across studies, - relationships were excluded from analysis if their frequency k was less than 3

* p < 0.05, ** p < 0.01, *** p < 0.001

TABLE 4
META-ANALYTIC CORRELATIONS BETWEEN FWPS AND EXTERNAL OUTCOMES

		1	2	3	4
1.	Flexible work schedules	-			
2.	Telecommuting	0.33 ^b	-		
	k	21 ^b			
	N	52,111 ^b			
3.	Sabbaticals	0.22 ^b	0.19 ^b	-	
	k	2 ^c	2 ^j		
	N	839 ^b	839 ^b		-
4.	AOS	0.25 ^a	0.22 ^a	0.37 ^a	
	k	4 ^a	3 ^a	2 ^c	
	N	1106 ^a	846 ^a	716 ^a	
5.	Organizational attractiveness	0.18 ^a	0.14 ^a	0.30 ^a	0.64 ^b
	k	11 ^a	7 ^a	4 ^a	4 ^b
	N	2746 ^a	2171 ^a	987 ^a	1106 ^b

All correlations are corrected for unreliability and are derived from random effect meta-analytic techniques

k The number of effect sizes, N the total sample size, AOS anticipated organizational support

a Original analysis in the current paper. Detailed information can be found in Table 2

b Original analysis in the current paper; c k is actually too small for an investigation, but sufficient here

TABLE 5
META-ANALYTIC CORRELATIONS BETWEEN FWPS AND INTERNAL OUTCOMES

		1	2	3	4
1.	Flexible work schedules	–			
2.	Telecommuting	0.33 ^b	–		
	<i>k</i>	21 ^b			
	<i>N</i>	52,111 ^b			
3.	Perceived autonomy	0.32 ^a	0.19 ^a	–	
	<i>k</i>	14 ^a	6 ^a		
	<i>N</i>	8,197 ^a	2,601 ^a		
4.	Organizational commitment	0.19 ^a	0.08 ^a	0.38 ^c	–
	<i>k</i>	26 ^a	15 ^a	6	
	<i>N</i>	20,348 ^a	16,653 ^a	702	
5.	Turnover intention	– 0.05 ^a	– 0.10 ^a	– 0.15 ^c	– 0.56 ^d
	<i>k</i>	13 ^a	10 ^a	11	51
	<i>N</i>	11,051 ^a	6,010 ^a	1667	1,7282

k The number of effect sizes, N the total sample size; All correlations are corrected for unreliability and are derived from random effect meta-analytic techniques

a Original analysis in the current paper. Detailed information can be found in Table 2

b Original analyses in the current paper

c Spector (1986)

d Meyer et al. (2002)

TABLE 6
FIT STATISTICS FOR HYPOTHESIZED AND ALTERNATIVE MODEL COMPARISONS

Model	χ^2		<i>df</i>	CFI	TLI	RMSEA	SRMR	AIC	$\Delta\chi^2$	
Organizational attractiveness (external)										
Model A: full mediation	82.66	***	9	0.95	0.95	0.08	0.08	64.66		
Model B: partial mediation	43.98	***	8	0.97	0.98	0.06	0.06	27.98	38.67	***
Organizational attachment (internal)										
Model C: full mediation	74.50	***	8	0.98	0.98	0.05	0.04	58.50		
Model D: partial mediation	42.00	***	7	0.99	0.99	0.04	0.02	28.00	32.50	***

df Degrees of freedom, CFI comparative fit index, TLI Tucker–Lewis index, RMSEA root-mean-square error of approximation, SRMR standardized root-mean-square residual, AIC Akaike’s information criteria, AOS anticipated organizational support

* p < 0.05, ** p < 0.01, *** p < 0.001

TABLE 7

MODERATOR ANALYSES OF AVAILABILITY VERSUS USE OF FWPS ON THE RELATIONSHIPS BETWEEN FWPS AND OUTCOMES

Relationship	Sub-type	K	N	ρ	SD ρ	95% CI		Q_E	Q_M			
						LL	UL					
Availability (A) vs. use (U) of FWPs												
AOS	A	9	2668	-	-	-	-	-	-	-		
	U	0	-	-	-	-	-	-	-	-		
Perceived autonomy	A	15	8340	0.31	***	0.25	0.18	- 0.44	399.17	***	25.69	***
	U	5	2458	0.20		0.26	- 0.02	-0.43				
Organizational attractiveness	A	22	5904	-		-	-	-	-		-	
	U	0	-	-		-	-	-			-	
Organizational attachment	A	49	43,806	0.14	***	0.27	0.10	- 0.18	1073.21	***	45.93	***
	U	22	16,300	0.09	**	0.26	0.02	0.16				

k The number of effect sizes, N the total sample size q the mean estimate of the corrected population correlation, SD q the standard deviation of the mean estimate of the corrected population correlation, 95% CI the 95% confidence interval, Q_E test of the residual heterogeneity of true correlations across studies, Q_M test of the heterogeneity attributable to the moderator, FWPs flexible work practices, A availability of FWPs,U use of FWPs, AOS anticipated organizational support, - Moderator analysis could not be performed as only one subgroup exists for the respective outcome

* p \0.05, ** p\0.01, *** p\0.001

**TABLE 8
MODERATOR ANALYSES OF THE PRIMARY STUDY QUALITY (STUDY DIAD) ON THE RELATIONSHIPS BETWEEN FWPS AND OUTCOMES**

Relationship	K	N	ρ	SD ρ	95% CI		EV	Q_E	Q_M			
					LL	UL						
FWPs												
AOS	9	2668	- 0.13	1.46	- 1.08	- 0.83	0.00	48.30	***	0.07		
Perceived autonomy	20	10,798	0.05	1.89	- 0.76	- 0.85	0.00	469.94	***	0.01		
Organizational attractiveness	22	5904	- 0.52	**	0.89	- 0.89	- 0.15	0.26	63.11	***	7.64	**
Organizational attachment	71	60,106	0.09		1.33	- 0.22	- 0.40	0.00	1101.90	***	0.34	

k The number of effect sizes, N the total sample size, q the mean estimate of the corrected population correlation,SD q the standard deviation of the mean estimate of the corrected population correlation, 95% CI the 95% confidence interval, EV the explained variance in effect sizes attributable to the moderator, Q_E test of the residual heterogeneity of true correlations across studies, Q_M test of the heterogeneity attributable to the moderator, FWPs flexible work practices, AOS anticipated organizational support

* p \0.05, ** p \0.01, *** p\0.001

TABLE 9

MODERATOR ANALYSES OF THE PRIMARY STUDY QUALITY (JOURNAL IMPACT FACTOR) ON THE RELATIONSHIPS BETWEEN FWPS AND OUTCOMES

Relationship	K	N	ρ	SD ρ	95% CI		EV	Q _E	Q _M	
					LL	UL				
FWPs										
AOS	3	520	-0.12	0.29	-0.32	-0.95	0.00	48.30	***	0.49
Perceived Autonomy	15	9358	0.03	0.22	-0.09	-0.14	0.00	469.94	***	0.23
Organizational attractiveness	10	1403	-0.02	0.08	-0.07	-0.03	0.00	17.43	*	0.78
Organizational attachment	51	47,365	-0.03	0.14	-0.07	-0.01	0.01	937.88	***	2.15

k The number of effect sizes, N the total sample size, ρ the mean estimate of the corrected population correlation, SD ρ the standard deviation of the mean estimate of the corrected population correlation, 95% CI the 95% confidence interval, EV the explained variance in effect sizes attributable to the moderator, Q_E test of the residual heterogeneity of true correlations across studies, Q_M test of the heterogeneity attributable to the moderator, FWPs flexible work practices, AOS anticipated organizational support

* p < 0.05, ** p < 0.01, *** p < 0.001

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

Como la ventaja competitiva de una organización a menudo se basa en el conocimiento específico de sus empleados (Campbell et al. 2012), es crucial que las organizaciones atraigan y retengan a los empleados más talentosos. Para ser considerado como un empleador deseable, tanto externamente a posibles nuevas contrataciones como internamente a los empleados existentes, cada vez más organizaciones gestionan

estratégicamente su capital humano en tiempos de escasez de talento (por ejemplo, Dineen y Allen 2016). Las organizaciones ofrecen cada vez más prácticas de trabajo flexibles (MFP), como horarios de trabajo flexibles, teletrabajamiento y años sabáticos, para atraer a los solicitantes de empleo (por ejemplo, Thompson et al. 2015) y retener a los empleados existentes (por ejemplo, Casper y Harris 2008), que dan cada vez más importancia a los FWP. Por ejemplo, el 75% de los empleados y el 74% de los solicitantes de empleo afirman que valoran más los MDP por encima de otros beneficios ofrecidos por los empleados (careerarc 2015). Mientras que en la práctica la mayoría de las empresas ofrecen fwps (Sociedad para la Gestión de Recursos Humanos 2017), los estudios empíricos que examinan el efecto de los FWP en el atractivo organizacional y la vinculación organizacional han producido resultados contradictorios. Algunos estudios han encontrado que los FWP aumentan el atractivo organizacional (por ejemplo, Thompson et al. 2015) y la vinculación organizativa (por ejemplo, Roehling et al. 2001). Otros estudios, sin embargo, no han encontrado ninguna relación entre los FWP y el atractivo organizacional (por ejemplo, Kausel y Slaughter 2011) o entre los FWP y la vinculación organizativa (por ejemplo, Haar 2008; Behson 2005), o incluso han encontrado que los FWP disminuyen el apego organizativo (por ejemplo, Masuda et al. 2012). Por lo tanto, un resumen meta-análisis es importante para proporcionar información clara sobre los vínculos entre los FWP y el atractivo organizacional y la vinculación organizativa, respectivamente.

Mediante la realización de un metaanálisis, resumimos cuantitativamente los resultados de los estudios primarios y calculamos las estimaciones generales de los efectos de los FWP en el atractivo organizacional tanto para los solicitantes de empleo como para los empleados existentes. Más específicamente, comprobamos si los PDP aumentan el atractivo organizacional de los solicitantes de empleo y el apego organizativo de los empleados.

Analizamos los efectos de tres FWP diferentes, a saber, horarios de trabajo flexibles, teletrabajamiento y años sabáticos, sobre el atractivo organizativo y la vinculación organizativa, este último operativo por compromiso organizativo e intención de volumen de negocios. Además, investigamos cómo se relacionan los FWP y los resultados mediante la integración de dos mediadores diferentes en el modelo. Basándose en la teoría de la señalización (Spence 1973), la teoría del apoyo organizativo (Eisenberger et al. 1986) y la investigación empírica previa (por ejemplo, Casper y Buffardi 2004; 2015), argumentamos que el vínculo entre los FWP y el atractivo organizacional con los buscadores de empleo está mediado por el apoyo organizativo anticipado de los buscadores de empleo y que el vínculo entre los FWP y el apego organizativo de los empleados está mediado por la autonomía percibida de los empleados. El apoyo organizativo previsto se define como la anticipación de los solicitantes de empleo de la medida en que la organización valorará su contribución y se preocupará por su bienestar (Eisenberger et al. 1986), mientras que la autonomía percibida describe la percepción de los empleados de hasta qué punto pueden estructurar y controlar cómo, cuándo y dónde trabajan (Gndranaje y Harrison 2007). Además, examinamos la calidad del estudio primario y la disponibilidad frente al uso de LAS FWP como posibles moderadores, ya que es probable que estos factores causen heterogeneidad en los estudios primarios y tamaños de efectos.

Hacemos cuatro contribuciones a la literatura. En primer lugar, a diferencia de los metaanálisis anteriores (por ejemplo, Butts et al. 2013), analizamos los efectos específicos de los horarios de trabajo flexibles, el teletrabajo y los años sabáticos en lugar de un conjunto de FWP. Los FWP reflejan diferentes términos de flexibilidad con respecto a cuándo (por ejemplo, horarios de trabajo flexibles), en los que (por ejemplo, teletrabajo) y durante cuánto tiempo se lleva a cabo el trabajo (Hill et al. 2008), por lo que este último incluye decisiones sobre las pausas del trabajo (por ejemplo, sabáticos). Por lo tanto, los MPP individuales no son intercambiables y subarreste en una sola construcción puede ocultar efectos diferenciales (Allen et al. 2013). Al hacerlo, contribuimos a la literatura respondiendo a un llamamiento a más investigación sobre los efectos de los MFP individuales (Kossek et al. 2010; 2013).

En segundo lugar, este análisis examina más de cerca los mecanismos psicológicos subyacentes de los efectos. Por lo tanto, desarrollamos y probamos un modelo de los efectos indirectos de los FWP en el atractivo organizacional y la vinculación organizativa, respectivamente. Los análisis previos de los mediadores en las relaciones de los SCP con el atractivo organizacional y con el apego organizativo a menudo se concentran en cuestiones familiares como el conflicto entre el trabajo y la familia (por ejemplo,

mcnall et al. 2009; Ivanauskaite 2015). Sin embargo, es probable que haya otros factores mediadores relacionados con la percepción personal además de la familia.

En tercer lugar, según el conocimiento de los autores, este es el primer metaanálisis que vincula dos corrientes de investigación que se han examinado en su mayoría por separado, a saber, los efectos tanto en las perspectivas externas (atractivo organizativo) como internas (adjunto organizativo) de una imagen del empleador. Una separación de las dos muestras diferentes podría tener sentido en el proceso de recopilación de datos de estudios anteriores, pero inhibe las discusiones sobre los FWP desde diferentes perspectivas. Por lo tanto, este documento ofrece algunas ideas sobre la eficacia de los PDP como una estrategia de atracción y retención.

Cuarto, este es el primer metaanálisis que incluye los años sabáticos como un predictor del atractivo organizacional y el apego. Debido a que los años sabáticos son cada vez más ofrecidos por los empleados (Sociedad para la Gestión de Recursos Humanos 2016), conocer su efecto es muy relevante para los profesionales.

CONCLUSIÓN

Ofrecer prácticas de trabajo flexibles (MPP) es una estrategia eficaz para atraer a los solicitantes de empleo y retener a los empleados. Este metaanálisis muestra que los horarios de trabajo flexibles, el teletrabajo y los años sabáticos tienen relaciones positivas con el atractivo organizacional que se median a través del apoyo organizativo anticipado. Además, los PDP están positivamente relacionados con el apego organizativo debido al aumento de la autonomía percibida. Esperamos que este metaanálisis estimule los análisis futuros de los procesos subyacentes mediante los cuales los FWP pueden ayudar a las organizaciones a atraer y retener empleados talentosos.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Étant donné que l'avantage concurrentiel d'une organisation repose souvent sur des connaissances spécifiques de ses employés (Campbell et coll. 2012), il est crucial pour les organisations d'attirer et de retenir les employés les plus talentueux. Pour être considérées comme un employeur souhaitable, à la fois à l'externe pour les nouveaux employés potentiels et à l'interne aux employés existants, de plus en plus d'organisations gèrent stratégiquement leur capital humain en période de pénurie de talents (p. Ex. Dineen et Allen 2016). Les organisations offrent de plus en plus des pratiques de travail flexibles (FFP), comme des horaires de travail flexibles, le télétravail et les congés sabbatiques, pour attirer les demandeurs d'emploi (p. Ex. Thompson et coll. 2015) et conserver les employés existants (p. Ex. Casper et Harris, 2008), qui accordent de plus en plus d'importance aux FWP. Par exemple, 75 % des employés et 74 % des demandeurs d'emploi déclarent qu'ils accordent plus d'importance aux FFP par rapport aux autres prestations offertes par les employés (careerarc 2015). Alors que dans la pratique, la majorité des entreprises offrent des FWP (Society for Human Resource Management 2017), des études empiriques examinant l'effet des FWP sur l'attractivité organisationnelle et l'attachement organisationnel ont produit des résultats

contradictoires. Certaines études ont révélé que les FWP augmentent l'attrait organisationnel (p. Ex. Thompson et coll., 2015) et l'attachement organisationnel (p. Ex. Roehling et coll., 2001). D'autres études, cependant, n'ont trouvé aucun lien entre les FWP et l'attrait organisationnel (p. Ex. Kausel et Slaughter 2011) ou entre les FWP et l'attachement organisationnel (p. Ex. Haar 2008; Behson 2005), ou ont même constaté que les FWP diminuent l'attachement organisationnel (p. Ex. Masuda et coll., 2012). Par conséquent, un résumé méta-analytique est important pour fournir des informations claires sur les liens entre les FWP et l'attractivité organisationnelle et l'attachement organisationnel, respectivement.

En procédant à une méta-analyse, nous résumons quantitativement les résultats des études primaires et calculons les estimations globales des effets des FWP sur l'attrait organisationnel tant pour les demandeurs d'emploi que pour les employés existants. Plus précisément, nous testons si et comment les FWP augmentent l'attrait organisationnel des demandeurs d'emploi et l'attachement organisationnel des employés.

Nous analysons les effets de trois FWP différents, à savoir des horaires de travail flexibles, le télétravail et les congés sabbatiques, sur l'attractivité organisationnelle et l'attachement organisationnel, ces derniers étant opérationnels par l'engagement organisationnel et l'intention de roulement. De plus, nous étudions la façon dont les FWP et les résultats sont liés en intégrant deux médiateurs différents dans le modèle. S'appuyant sur la théorie de la signalisation (Spence, 1973), la théorie du soutien organisationnel (Eisenberger et al., 1986) et les recherches empiriques antérieures (p. Ex. Casper et Buffardi, 2004; Thompson et coll. 2015), nous soutenons que le lien entre les FWP et l'attrait organisationnel pour les demandeurs d'emploi est médiatisé par le soutien organisationnel prévu des demandeurs d'emploi et que le lien entre les FWP et l'attachement organisationnel des employés est massée par l'autonomie perçue des employés. Le soutien organisationnel prévu est défini comme l'anticipation des demandeurs d'emploi quant à la mesure dans laquelle l'organisation évaluera leur contribution et se souciera de leur bien-être (Eisenberger et al., 1986), tandis que l'autonomie perçue décrit la perception des employés quant à la mesure dans laquelle ils peuvent structurer et contrôler comment, quand et où ils travaillent (Gajendran et Harrison, 2007). En outre, nous examinons la qualité de l'étude primaire et la disponibilité par rapport à l'utilisation des FWP comme modérateurs potentiels, parce que ces facteurs sont susceptibles de causer l'hétérogénéité dans les études primaires et la taille des effets.

Nous faisons quatre contributions à la littérature. Premièrement, contrairement aux méta-analyses antérieures (p. Ex. Butts et al. 2013), nous analysons les effets spécifiques des horaires de travail flexibles, du télétravail et des congés sabbatiques plutôt que l'effet conjoint d'un ensemble de FWP. Ainsi, les FWP individuels ne sont pas interchangeables et les regrouper en une seule construction peut masquer des effets différentiels (Allen et al., 2013). Ce faisant, nous contribuons à la littérature en répondant à un appel à plus de recherche sur les effets des FWP individuels (Kossek et coll., 2010; Allen et coll. 2013).

Deuxièmement, cette analyse examine de plus près les mécanismes psychologiques sous-jacents des effets. Par conséquent, nous élaborons et testons un modèle des effets indirects des FWP sur l'attractivité organisationnelle et l'attachement organisationnel, respectivement. Les analyses antérieures des médiateurs dans les relations des FWP avec l'attrait organisationnel et avec l'attachement organisationnel se concentrent souvent sur des questions familiales comme les conflits entre le travail et la famille (p. Ex. Mcnall et coll., 2009; Ivanauskaitė 2015). Cependant, il y aura probablement d'autres facteurs de médiation concernant la perception personnelle en dehors de la famille.

Troisièmement, à la connaissance des auteurs, il s'agit de la première méta-analyse qui relie deux volets de recherche qui ont été examinés séparément, à savoir les effets sur les perspectives externes (attrait organisationnel) et internes (attachement organisationnel) d'une image de l'employeur. Une séparation des deux échantillons différents pourrait avoir un sens dans le processus de collecte de données des études antérieures, mais elle empêche les discussions sur les FWP sous des perspectives différentes. Ainsi, ce document donne un aperçu de l'efficacité des FWP en tant que stratégie d'attraction et de maintien.

Quatrièmement, il s'agit de la première méta-analyse qui inclut les congés sabbatiques comme prédicteur de l'attractivité et de l'attachement organisationnels. Parce que les congés sabbatiques sont de plus en plus offerts par les employés (Society for Human Resource Management 2016), savoir que leur effet est très pertinent pour les praticiens.

CONCLUSION

Offrir des pratiques de travail flexibles (FFP) est une stratégie efficace pour attirer les demandeurs d'emploi et retenir les employés. Cette méta-analyse montre que les horaires de travail flexibles, le télétravail et les congés sabbatiques ont des relations positives avec l'attrait organisationnel qui sont médiatisés par le soutien organisationnel prévu. De plus, les FWP sont positivement liés à l'attachement organisationnel en raison de l'autonomie perçue accrue. Nous espérons que cette méta-analyse stimulera les analyses futures des processus sous-jacents par lesquels les FPP peuvent aider les organisations à attirer et à retenir des employés talentueux.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Da der Wettbewerbsvorteil einer Organisation oft auf spezifischen Kenntnissen ihrer Mitarbeiter beruht (Campbell et al. 2012), ist es für Unternehmen von entscheidender Bedeutung, die talentiertesten Mitarbeiter zu gewinnen und zu halten. Um als wünschenswerter Arbeitgeber zu gelten, sowohl extern als auch intern für potenzielle Neueinstellungen und intern für bestehende Mitarbeiter, verwalten immer mehr Organisationen ihr Humankapital in Zeiten des Talentmangels strategisch (z.B. Dineen und Allen 2016). Unternehmen bieten zunehmend flexible Arbeitspraktiken (fwps) an, wie flexible Arbeitszeiten, Telearbeit und Sabbaticals, um Arbeitssuchende (z. B. Thompson et al. 2015) anzuziehen und bestehende Mitarbeiter (z. B. Casper und Harris 2008) zu halten, die zunehmend Wert auf fwps legen. So geben 75 % der Arbeitnehmer und 74 % der Arbeitssuchenden an, dass sie fwps am meisten als andere Leistungen der Arbeitnehmer schätzen (careerarc 2015). Während in der Praxis die Mehrheit der Unternehmen fwps (Society for Human Resource Management 2017) anbietet, haben empirische Studien, die die Auswirkungen von fwps auf die organisatorische Attraktivität und organisatorische Bindung untersuchen, zu widersprüchlichen Ergebnissen geführt. Einige Studien haben ergeben, dass FWP die organisatorische Attraktivität (z.B. Thompson et al. 2015) und organisatorische Bindung erhöhen (z.B. Roehling et al. 2001). Andere Studien haben jedoch keinen Zusammenhang zwischen fwps und organisatorischer Attraktivität (z.B. Kausel und Slaughter 2011) oder zwischen fwps und organisatorischer Bindung (z.B. Haar 2008; Behson 2005) oder haben sogar festgestellt, dass FWP die organisatorische Bindung verringern (z.B. Masuda et al. 2012). Daher ist eine metaanalytische Zusammenfassung wichtig, um klare Einblicke in die Zusammenhänge zwischen fwps und organisatorischer Attraktivität bzw. Organisatorischer Bindung zu geben.

Durch die Durchführung einer Metaanalyse fassen wir die Ergebnisse der Primärstudien quantitativ zusammen und berechnen Gesamtschätzungen der Auswirkungen von fwps auf die organisatorische Attraktivität sowohl für Arbeitssuchende als auch für bestehende Mitarbeiter. Konkret testen wir, ob und wie fwps die organisatorische Attraktivität und die organisatorische Bindung der Mitarbeiter erhöhen.

Wir analysieren die Auswirkungen von drei verschiedenen fwps, nämlich flexible Arbeitszeiten, Telearbeit und Sabbaticals, auf organisatorische Attraktivität und organisatorische Bindung, letzteres durch organisatorisches Engagement und Umsatzabsicht operationalisiert. Darüber hinaus untersuchen wir, wie fwps und die Ergebnisse zusammenhängen, indem wir zwei verschiedene Mediatoren in das Modell integrieren. Gestützt auf Signaltheorie (Spence 1973), Organisationsunterstützungstheorie (Eisenberger et al. 1986) und vorherige empirische Forschung (z.B. Casper und Buffardi 2004; Thompson et al. 2015) argumentieren wir, dass die Verbindung zwischen fwps und organisatorischer Attraktivität für Arbeitssuchende durch die erwartete organisatorische Unterstützung der Arbeitssuchenden vermittelt wird und dass die Verbindung zwischen fwps und der organisatorischen Bindung der Mitarbeiter durch die wahrgenommene Autonomie der Mitarbeiter vermittelt wird. Die erwartete organisatorische Unterstützung ist definiert als die Vorwegnahme der Arbeitssuchenden auf das Ausmaß, in dem die Organisation ihren Beitrag und ihre Sorge um ihr Wohlbefinden wertschätzt (Eisenberger et al. 1986), während die wahrgenommene Autonomie die Wahrnehmung der Mitarbeiter beschreibt, inwieweit sie strukturieren und kontrollieren können, wie, wann und wo sie arbeiten (Gajendran und Harrison 2007). Darüber hinaus untersuchen wir die Qualität der Primärstudie und die Verfügbarkeit im Vergleich zur Verwendung von fwps als potenzielle Moderatoren, da diese Faktoren wahrscheinlich Heterogenität in den Primärstudien und Effektgrößen verursachen.

Wir leisten vier Beiträge zur Literatur. Erstens, im Gegensatz zu früheren Metaanalysen (z. B. Butts et al. 2013) analysieren wir die spezifischen Auswirkungen von flexiblen Arbeitszeitplänen, Telearbeit und Sabbaticals und nicht die gemeinsame Wirkung eines Bündels von fwps. Fwps spiegeln unterschiedliche Flexibilitätsbedingungen darüber wider, wann (z.B. Flexible Arbeitszeiten), wo (z.B. Telearbeit) und wie lange gearbeitet wird (Hill et al. 2008), wobei letztere Entscheidungen über Arbeitsunterbrechungen (z.B. Sabbaticals) enthalten. Daher sind die einzelnen fwps nicht austauschbar und die Aggregation in einem einzigen Konstrukt kann Differentialeffekte verbergen (Allen et al. 2013). Damit tragen wir zur Literatur bei, indem wir auf die Forderung nach mehr Forschung über die Auswirkungen einzelner fwps reagieren (Kossek et al. 2010; Allen et al. 2013).

Zweitens wird in dieser Analyse ein genauerer Blick auf die zugrunde liegenden psychologischen Mechanismen der Auswirkungen betrachtet. Daher entwickeln und testen wir ein Modell der indirekten Auswirkungen von fwps auf die organisatorische Attraktivität bzw. Organisatorische Bindung. Vorherige Analysen von Mediatoren in den Beziehungen von fwps mit organisatorischer Attraktivität und organisatorischer Bindung konzentrieren sich oft auf Familienthemen wie Arbeits- und Familienkonflikte (z.B. Mcnall et al. 2009; Ivanauskaitė 2015). Es wird jedoch wahrscheinlich andere vermittelnde Faktoren in Bezug auf die persönliche Wahrnehmung neben der Familie geben.

Drittens ist dies nach dem Wissen der Autoren die erste Metaanalyse, die zwei Forschungsströme verknüpft, die meist getrennt untersucht wurden, nämlich die Auswirkungen sowohl auf die äußere (organisatorische Attraktivität) als auch auf die interne (organisatorische Bindung) eines Arbeitgeberbildes. Eine Trennung der beiden verschiedenen Stichproben mag im Datenerhebungsprozess früherer Studien sinnvoll sein, hemmt aber Diskussionen über fwps aus unterschiedlichen Perspektiven. So gibt dieses Papier einige Einblicke in die Wirksamkeit von fwps als Anziehungs- und Haltestrategie.

Viertens ist dies die erste Metaanalyse, die Sabbaticals als Prädiktor für organisatorische Attraktivität und Bindung enthält. Da Sabbaticals zunehmend von Mitarbeitern angeboten werden (Society for Human Resource Management 2016), ist der Wissen um ihre Wirkung für Praktiker sehr relevant.

SCHLUSSFOLGERUNG

Das Angebot flexibler Arbeitspraktiken (fwps) ist eine wirksame Strategie, um Arbeitssuchende zu gewinnen und Mitarbeiter zu halten. Diese Metaanalyse zeigt, dass flexible Arbeitszeiten, Telearbeit und Sabbaticals positive Beziehungen zur organisatorischen Attraktivität haben, die durch erwartete organisatorische Unterstützung vermittelt werden. Darüber hinaus stehen fwps aufgrund der zunehmenden wahrgenommenen Autonomie positiv auf die organisatorische Bindung. Wir hoffen, dass diese

Metaanalyse zukünftige Analysen der zugrunde liegenden Prozesse anregen wird, mit denen fwps Organisationen dabei helfen können, talentierte Mitarbeiter zu gewinnen und zu halten.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Como a vantagem competitiva de uma organização é muitas vezes baseada no conhecimento específico dos seus colaboradores (Campbell et al. 2012), é crucial para as organizações atrair e reter os colaboradores mais talentosos. Ser considerado um empregador desejável, quer externamente, quer a potenciais novas contratações, quer internamente aos trabalhadores existentes, cada vez mais organizações gerem estrategicamente o seu capital humano em tempos de escassez de talento (por exemplo, Dineen e Allen 2016). As organizações oferecem cada vez mais práticas de trabalho flexíveis (fwps), como horários de trabalho flexíveis, teletrabalho e sabáticos, para atrair candidatos a emprego (por exemplo, Thompson et al. 2015) e manter os colaboradores existentes (por exemplo, Casper e Harris 2008), que cada vez mais dão importância aos fwps. Por exemplo, 75% dos colaboradores e 74% dos candidatos a emprego afirmam que valorizam mais as fwps em relação a outros benefícios oferecidos pelos colaboradores (careerarc 2015). Embora, na prática, a maioria das empresas ofereça fwps (Society for Human Resource Management 2017), estudos empíricos que examinam o efeito das fwps na atratividade organizacional e no apego organizacional produziram resultados contraditórios. Alguns estudos descobriram que as fwps aumentam a atratividade organizacional (por exemplo, Thompson et al. 2015) e o apego organizacional (por exemplo, Roehling et al. 2001). Outros estudos, no entanto, não encontraram qualquer relação entre as fwps e a atratividade organizacional (por exemplo, Kausel e Slaughter 2011) ou entre fwps e ligação organizacional (por exemplo, Haar 2008; Behson 2005), ou até descobriram que as fwps diminuem o apego organizacional (por exemplo, Masuda et al. 2012). Assim, um resumo meta-analítico é importante para fornecer informações claras sobre as ligações entre fwps e atratividade organizacional e o apego organizacional, respectivamente.

Através da realização de uma meta-análise, resumimos quantitativamente as conclusões dos estudos primários e calculamos estimativas globais dos efeitos das fwps na atratividade organizacional tanto para os candidatos a emprego como para os colaboradores existentes. Mais especificamente, testamos se e como as fwps aumentam a atratividade organizacional dos candidatos a emprego e o apego organizacional dos colaboradores.

Analisamos os efeitos de três fwps diferentes, nomeadamente horários de trabalho flexíveis, teletrabalho e sabáticas, sobre atratividade organizacional e o apego organizacional, estes últimos operacionalizados por compromisso organizacional e intenção de volume de negócios. Além disso, investigamos como as fwps e os resultados estão relacionados integrando dois mediadores diferentes no modelo. Baseando-se na teoria da sinalização (Spence 1973), na teoria do apoio organizacional (Eisenberger et al. 1986) e na investigação empírica anterior (por exemplo, Casper e Buffardi 2004; Thompson et al. 2015), argumentamos que a ligação entre as fwps e a atratividade organizacional para os candidatos a emprego é mediada pelo apoio organizacional antecipado dos candidatos a emprego e que a ligação entre as fwps e o apego organizacional dos colaboradores é mediada pela autonomia percebida pelos colaboradores. O apoio organizacional antecipado é definido como a antecipação dos candidatos a emprego

de até que ponto a organização irá valorizar a sua contribuição e cuidado com o seu bem-estar (Eisenberger et al. 1986), enquanto a autonomia percebida descreve a percepção dos colaboradores sobre a medida em que podem estruturar e controlar como, quando e onde trabalham (Gajendran e Harrison 2007). Além disso, examinamos a qualidade do estudo primário e a disponibilidade versus utilização de fwps como potenciais moderadores, porque estes fatores são suscetíveis de causar heterogeneidade em todos os estudos primários e tamanhos de efeito.

Fazemos quatro contribuições para a literatura. Em primeiro lugar, ao contrário de meta-análises anteriores (por exemplo, Butts et al. 2013), analisamos os efeitos específicos dos horários de trabalho flexíveis, telecommutadas e sabáticas em vez de um efeito conjunto de um pacote de fwps. As fwps refletem diferentes termos de flexibilidade relativamente ao tempo (por exemplo, horários de trabalho flexíveis), em que (por exemplo, telecomunicação), e durante quanto tempo de trabalho é realizado (Hill et al. 2008), em que este último inclui decisões sobre as interrupções do trabalho (por exemplo, sabáticas). Assim, as fwps individuais não são permutáveis e agregando-as numa única construção pode esconder efeitos diferenciais (Allen et al. 2013). Ao fazê-lo, contribuimos para a literatura respondendo a um apelo a uma maior investigação sobre os efeitos de fwps individuais (Kossek et al. 2010; Allen et al. 2013).

Em segundo lugar, esta análise analisa de perto os mecanismos psicológicos subjacentes aos efeitos. Por isso, desenvolvemos e testamos um modelo dos efeitos indiretos das fwps na atratividade organizacional e no apego organizacional, respectivamente. As análises prévias dos mediadores nas relações das fwps com a atratividade organizacional e com o apego organizacional concentram-se frequentemente em questões familiares como o conflito entre trabalho e família (por exemplo, mcNall et al. 2009; Ivanauskaite 2015). No entanto, é provável que existam outros fatores de mediação no que diz respeito à percepção pessoal para além da família.

Em terceiro lugar, para o conhecimento dos autores, esta é a primeira meta-análise que liga dois fluxos de investigação que foram examinados maioritariamente separadamente, nomeadamente os efeitos nas perspetivas externas (atratividade organizacional) e internas (ligações organizacionais) de uma imagem do empregador. Uma separação das duas amostras diferentes pode fazer sentido no processo de recolha de dados de estudos anteriores, mas inibe discussões sobre fwps de diferentes perspetivas. Assim, este artigo dá algumas informações sobre a eficácia das fwps como uma estratégia de atração e de retenção.

Em quarto lugar, esta é a primeira meta-análise que inclui os sabáticos como um preditor de atratividade organizacional e apego. Porque os sabáticos são cada vez mais oferecidos pelos colaboradores (Society for Human Resource Management 2016), sabendo que o seu efeito é altamente relevante para os praticantes.

CONCLUSÃO

Oferecer práticas de trabalho flexíveis (fwps) é uma estratégia eficaz para atrair candidatos a emprego e reter colaboradores. Esta meta-análise mostra que horários de trabalho flexíveis, telecommutações e sabáticas têm relações positivas com a atratividade organizacional que são mediadas através de apoio organizacional antecipado. Além disso, as fwps estão positivamente relacionadas com o apego organizacional devido ao aumento da autonomia percebida. Esperamos que esta meta-análise estimule futuras análises dos processos subjacentes através dos quais as fwps podem ajudar as organizações a atrair e reter colaboradores talentosos.