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Which work-life balance offers should companies provide nowadays?

An empirical research about the effectiveness of
work-life balance measures

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Abstract

In order to enhance the company's appeal for potential employees and improve the satisfaction of already salaried workers, it is necessary to offer a variety of work-life balance measures. But as their implementation causes time and financial costs, a prioritization of measures is needed. To express a recommendation for companies, this study is led by the questions if there are work-life balance measures which have more impact on employee satisfaction than others, how big the relative impact of work-life balance measures on job satisfaction in comparison to other work and private life variables is, if there is a relation between the effectiveness of measures and their use and if there is a difference between the measures which are most important from the employees' perspective and the companies' offers.

These questions are formulated in eight research hypotheses which are examined in a quantitative research design with online survey data from 289 employees of fifteen different German companies. The formation of a hierarchy of the effectiveness of measures towards job satisfaction as well as the investigation of the relative impact in comparison to other variables is performed using a multiple regression analysis, whilst the differences between employees' expectations and the availability of offers are examined with t-tests.

Support in childcare, support in voluntary activities and teambuilding events have a significantly higher impact on job satisfaction than other work-life balance measures,

and their potential use is higher than the actual use which leads to the conclusion that there is yet potential for companies to improve their employees' satisfaction by implementing these measures. In addition, flexible work hours, flexible work locations and free time and overtime accounts are the most important measures from the employees' point of view and already widely offered by the surveyed companies. In general, the overall use of the available measures and the quantity of offered measures are more important with regard to job satisfaction than the specific kind of measure. In addition, work-life balance measures are more important towards job satisfaction for younger people.

Zusammenfassung

Um die Attraktivität eines Unternehmens für Bewerber zu steigern und die Zufriedenheit der Angestellten zu verbessern ist es heutzutage unumgänglich, eine Vielzahl an Work-Life-Balance Maßnahmen anzubieten. Doch die zeitlichen und finanziellen Kosten, welche deren Einführung verursacht, fordern eine Priorisierung der Maßnahmen. Zur Entwicklung einer solchen Empfehlung für Unternehmen untersucht diese Studie ob es Work-Life-Balance Maßnahmen gibt, welche einen höheren Einfluss auf die Arbeitszufriedenheit ausüben als andere, wie groß der relative Effekt von den Maßnahmen im Vergleich zu anderen arbeitsbezogenen und privaten Variablen auf die Veränderung der Arbeitszufriedenheit ist, ob es einen Zusammenhang zwischen der Effektivität einer Maßnahme und deren Nutzung gibt und ob es Unterschiede zwischen den Erwartungen der Angestellten und den Angeboten der Unternehmen gibt.

Diese Fragen sind in acht Forschungshypothesen formuliert, welche in einem quantitativen Design mit Daten von 289 Angestellten von fünfzehn verschiedenen deutschen Unternehmen aus einem Online-Fragebogen überprüft werden. Für die Bildung einer Hierarchie von Maßnahmen nach ihrem Einfluss auf die Arbeitszufriedenheit und die Untersuchung des relativen Effektes im Vergleich zu anderen Variablen wird eine multiple Regressionsanalyse verwendet, während für die Ermittlung der Unterschiede zwischen den Erwartungen der Angestellten und der Verfügbarkeit der Angebote T-Tests durchgeführt werden.

Unterstützung bei der Kindesbetreuung, Unterstützung bei ehrenamtlichen Tätigkeiten und Teambuilding-Events haben einen signifikant höheren Einfluss auf die Arbeitszufriedenheit als andere Maßnahmen, und die hypothetische Nutzung ist höher

als die tatsächliche Nutzung, was auf ein hohes Potenzial dieser Maßnahmen bezüglich der Verbesserung der Arbeitszufriedenheit durch deren Einführung schließen lässt. Darüber hinaus sind aus Sicht der Angestellten flexible Arbeitszeiten und Arbeitsorte sowie Freizeit- und Überstundenkonten die wichtigsten Maßnahmen, welche auch bereits flächendeckend in den befragten Unternehmen angeboten werden. Allgemein sind die Nutzung der verfügbaren Maßnahmen und die Anzahl der angebotenen Maßnahmen wichtiger im Hinblick auf die Arbeitszufriedenheit als die Art der Maßnahmen. Außerdem nehmen Work-Life-Balance Maßnahmen bei jüngeren Menschen einen höheren Stellenwert in Bezug auf die Arbeitszufriedenheit ein als bei älteren Menschen.

1 Introduction

1.1 Importance of research about work-life balance

“I don’t know what they want”, the managing director of a middle-sized company in Rhineland-Palatinate once said to me. “The applicants nowadays naturally expect that we are supporting them to keep their balance between the share of work and the share of private life. If our offers do not fit their expectations, they decide for another employer. But how should we design our policy to achieve the best results?”

Work-life balance is an issue which a lot of companies are concerned with nowadays. Company leaders continue to think about how the employee satisfaction, and thus the employee productivity, can be improved by providing offers to keep their equilibrium between work and private life, and how the company’s appeal for applicants can be enhanced by offering an expectation-exceeding work-life balance policy. As the labor market, after prognoses from the German Federal Ministry of Labor and Social Affairs, will shrink due to the increasing demographic aging (FMLSA, 2013, 4), companies expecting a shortage of skilled workers are actively investing in the greater compatibility of family and profession (IAP, 2015, 4). However, implementing work-life balance measures does not only produce temporal, but also financial costs, and thus the design of the work-life balance policy is a problem companies are faced with, as they surely want to invest in the “right” offers.

The availability of work-life balance measures contributes towards job satisfaction, motivation and productivity, which has already been proved in studies in recent years (Haar et al., 2014, 20, Kumar & Chakraborty, 2013, 63, Mohe et al., 2010, 112-114, Beauregard & Henry, 2009, 17-18). Nevertheless, companies cannot yet conclude which specific offers they should provide in order to best improve these positive outcomes, which will be the main question this investigation tries to answer.

1.2 Central research issue and research goals

A lot of previous studies have found significant correlations between work-life balance measures and positive effects in three dimensions: direct influences on employees, such as an improvement of motivation, satisfaction and loyalty, indirect influences on the company success, like a reduction of absences or an enhancement of the company image and direct influences on the company success, as increase in sales and profit (Mohe et al., 2010, 112-114). Current studies pointed out significant positive correlations between work-life program availability and organisational productivity (de Sivatte et al., 2015, 895) as well as positive relations between employee work-life balance, organisational pride and job satisfaction (Mas-Machuca et al., 2016, 595).

The central question that could not yet be answered by previous studies, is which work-life balance measures are most effective, in conjunction with which specific offers have a major impact on employee satisfaction, motivation or company success. Mohe et al. reviewed their meta-analysis about work-life balance policies and their effects, with the statement that there is a lack of knowledge about which measures can afford the maximum benefit for a company (Mohe et al., 2010, 120). Butts et al. recommended in their meta-analysis about work-family support policies and their effects on employee outcomes, that future studies should explore the effects of specific policies rather than only report correlations for policy bundles (Butts et al., 2013, 13).

This question shall be answered by the following study. The main research goal of this investigation is to find out if there are work-life balance measures which have more impact on employee job satisfaction than others, thus are more effective at improving employee satisfaction. Secondly, the general influence of work-life balance measures in comparison to other work and private life variables on job satisfaction will be examined as well to classify the overall impact of work-life balance measures. As the general relation between work-life balance and job satisfaction is already proved, it would be interesting to evaluate if work-life balance offers are a significant part of work-life balance in general and may therefore explain a big share of this positive relationship. Subsequently, the use of work-life balance offers will be compared with the results of the first analysis to understand if employees make use of the offers which improve their satisfaction the most, or if there is still a big potential for companies to support the use of these

measures in order to improve their employees' satisfaction. Finally, it is essential to find out if there may be work-life balance offers that are more important from employees' perspectives, but suffer a lack of availability as the companies are not providing them yet. As a consequence, the four main exploratory questions are:

1. Are there work-life balance offers which have more impact on employee satisfaction than others?
2. Which impacts do work-life balance measures have on job satisfaction and general work-life balance in comparison to other work and private life variables?
3. Is there a relation between the effectiveness of work-life balance measures and their use?
4. Is there a difference between the employees' expectations of work-life balance offers and their availability?

These questions will be examined in a quantitative research design, using a survey of employees from different companies in Germany. The work-life balance construct, the job satisfaction construct, the use, potential use and importance of several work-life balance measures and information about the working and private life conditions will be gathered in the questionnaire.

2 Thematic basis and previous research

2.1 Definition of work-life balance

One of the first life balance models was developed in 1977 by the psychotherapist Nossrat Peseschkian, founder of the “positive psychotherapy” and later refined by Lothar Seiwert in 2001. It describes four dimensions of the “lifetime-management”: work and performance (including a nice profession, money, success, career, wealth and assets), contact (with friends and family to get recognition and care), sense and culture (which can be individually different, for example religion, love, self-realisation, questions about the future and fulfilment) and body (health, nutrition, fitness and recovery). These four domains are linked very closely, which means giving more attention to one dimension results in the negligence of the other ones. Keeping the balance between these four aspects is the challenge every human is confronted with in order to live a fulfilled life (Seiwert, 2001, 22-23). The full model can be seen in figure 1.

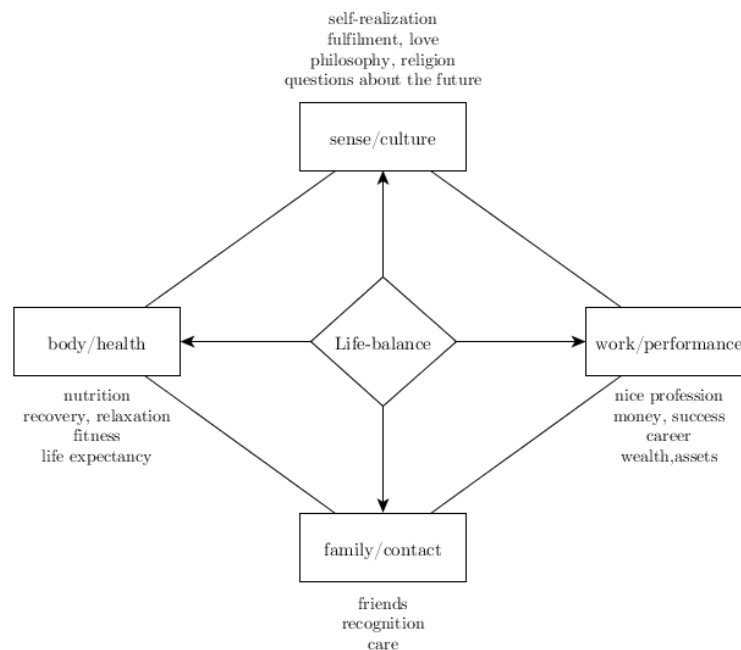


Figure 1: refined life-balance model from L. Seiwert (own figure based on Seiwert, 2001, 24)

The term “work-life balance” is used today as a description for some kind of self-organisation or organisational structures to keep an equilibrium of an employee’s work and private life aspects, but there is still a lack of clear definition. The “work”

part normally refers to the employment while the “life” part includes the other three dimensions of the life-balance model, thus family, friends, health or social commitment (Wiese, 2015, 228).

According to Kumar and Chakraborty, work-life balance is “striking balance between work and non-working schedules.” It is accomplished through achievement in work and enjoyment in life (Kumar & Chakraborty, 2013, 62). That means the subjective idea of the target relation between work and life is realizable in the working environment (Syrek et al., 2011, 135). The German Federal Ministry for Families, Senior Citizens, Women and Youths describes work-life balance as new, intelligent interlocking of work and private life against the background of a dynamic and changing work and living environment (Federal Ministry for Families, Senior Citizens, Women and Youths, 2005, 4).

For Pringle, Olsson and Walker, the definition of work and life as separated spheres is problematic. Even if most of the studies about work-life balance treat these two parts as oppositional, and might fit the view of a great amount of employees, “it ignores the interactions, satisfaction, and sense of achievement individuals may gain from work and which actually serve to cast their ‘life’ experience into the background.” (Pringle et al., 2003, 4). Especially the home-work concepts and home-office measures lead to an intrusion of home and work and therefore the separation cannot be clearly seen (Pringle et al., 2003, 4).

Hougaard, Carter and Coutts underline that work-life balance is, above all, a state of mind, and therefore constitution of balance differs between individuals (Hougaard, Carter & Coutts, 2016, 117). In addition, a potential imbalance may not be detected by everyone and is thus not seen as an indicator for a lack of well-being or negative impacts on private life aspects. Figure 2 shows the different types of work-life imbalance developed by Hougaard, Carter and Coutts classified by the focus on work and life and the state of awareness of imbalance.

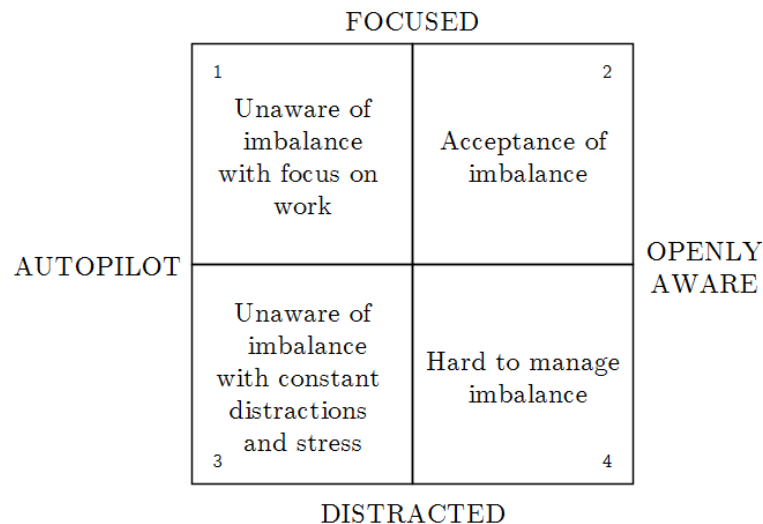


Figure 2: work-life imbalance matrix (own figure based on Hougaard, Carter & Coutts, 2016, 119)

People in the first quadrant are mostly high achievers who are always connected to their work and don't realise the negative impacts this has on other aspects of their life, while people in the third quadrant, not as focused as the first ones, feel stressed and overwhelmed, but don't identify their work as the source (Hougaard et al., 2016, 119). The ones in the fourth quadrant are aware of work distracting their lives, but they feel like they can't change it. Only when people are aware of their imbalance and focused on bringing together their work and private life, represented in the second quadrant, they will be successful in managing the imbalance with a set of measures and mindfulness (Hougaard et al. 2016, 119-120).

The organisational definition of work-life balance expands upon the individual definition explained before. Individuals are limited to just a few ways in how they can improve their balance, such as self-management techniques, and companies are restricted in their ability to interfere as work-life balance is seen as a private affair (Bessing, 2008, 420). Stewart Friedman, Perry Christensen and Jessica DeGroot were one of the first to investigate the need to respect private and work-based matters of employees by managers, in order to create a higher team productivity and flexibility (Friedmann, Christensen & DeGroot, 1998, 123-127).

2.2 The impact of work-life balance on employees and company's success

Since the effect of work-life balance on individual and organisational outcomes became known, many researchers took on the task to find out more about the exact relation between the work-life balance construct and various success-leading

individual and organisational variables like job satisfaction, productivity, organisational commitment and pride and even company's revenue. According to Kumar & Chakraborty, good work-life balance results in improved performance, increased productivity, augmented employee satisfaction and happiness, sound well-being, enhanced organisational image, improved employee retention and improved quality of life (Kumar & Chakraborty, 2013, 63). In addition, an investigation carried out by the Corporate Executive Board among more than 50,000 workers around the world figured out that employees with a better feeling about their work-life balance tend to work 21% harder than others do (Kumar & Chakraborty, 2013, 63). In their article, they contrast a so-called virtuous cycle of positive work-life balance and improved performance, with a vicious cycle in which imbalanced work and life consequently result in a lack of performance and effectiveness, as to be seen in figure 3.

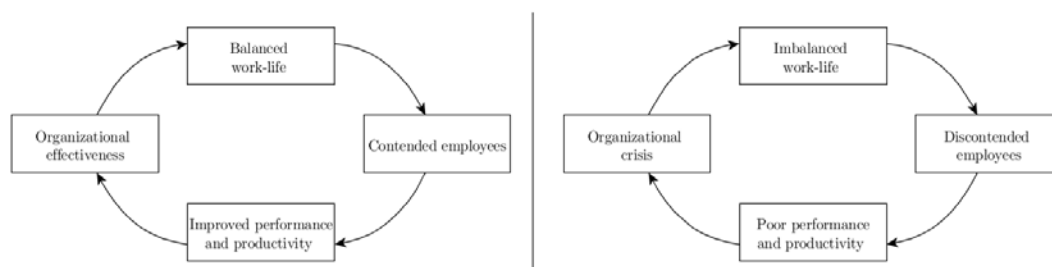


Figure 3: virtuous (left) and vicious (right) cycle of work-life balance and performance (own figure based on Kumar & Chakraborty, 2013, 64)

A meta-analysis conducted by Mohe, Dorniok and Kaiser about the empirical research investigating the influence of work-life balance practices on companies supports the effects described by Kumar and Chakraborty. From 36 analyzed studies, which mostly examined the effect of primary work-life balance measures having a direct effect on employees and their work (such as working hours and working place flexibility, job sharing and teamwork) on employees' motivation and satisfaction as well as on productivity and revenue, all found positive correlations between work-life balance measures and success indicators (Mohe et al., 2010, 112). The Institute of Organization and Human Resource Management (IOP) of the University of Bern developed a very clearly arranged model of work-life balance and its outcomes. Regarding the work-life balance construct itself, the three dimensions work, family and leisure time compete for time and attention

resources. This is worsened by private and professional burdens and on the other hand facilitated by company support and employee's self-responsibility. Advantages of a work-life balance are higher employee satisfaction, higher productivity, a better competitiveness and an increase in the company's appeal. They, on their part, ease the achievement of work-life balance for the employee. (Moser, Thom & Brunnschweiler, 2007, 4).

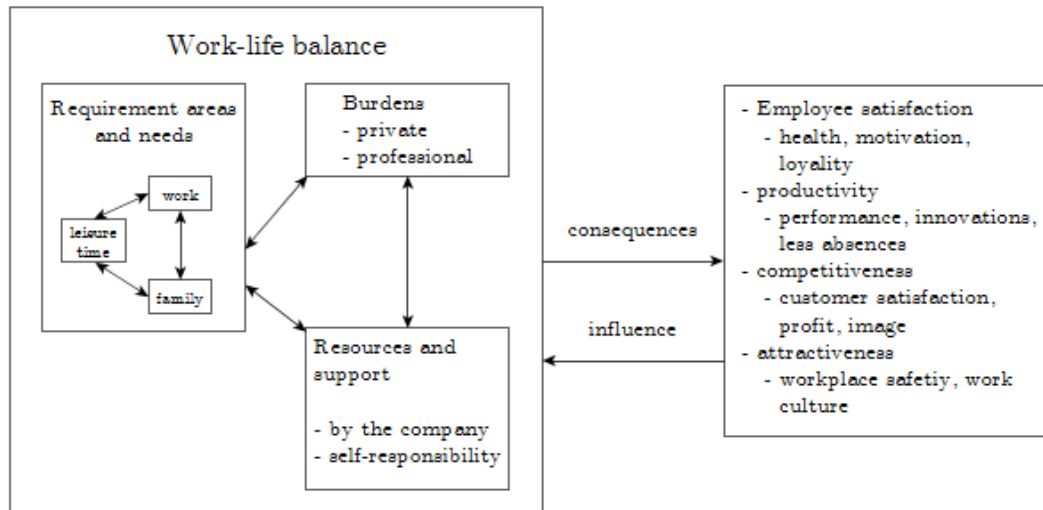


Figure 4: IOP's work-life balance model (own figure based on Moser et al, 2007, 4, translated from German)

Beauregard and Henry identified various ways in which organisational work-life balance practices may influence organisational performance using a wide range of studies from a variety of disciplines. Individual level explanations for the link include a reduced work-life conflict, improved job-related attitudes and use of practices; while the organisational level explanations contain improved recruitment, retention and productivity (Beauregard & Henry, 2009, 10). Their research model can be seen in figure 5.

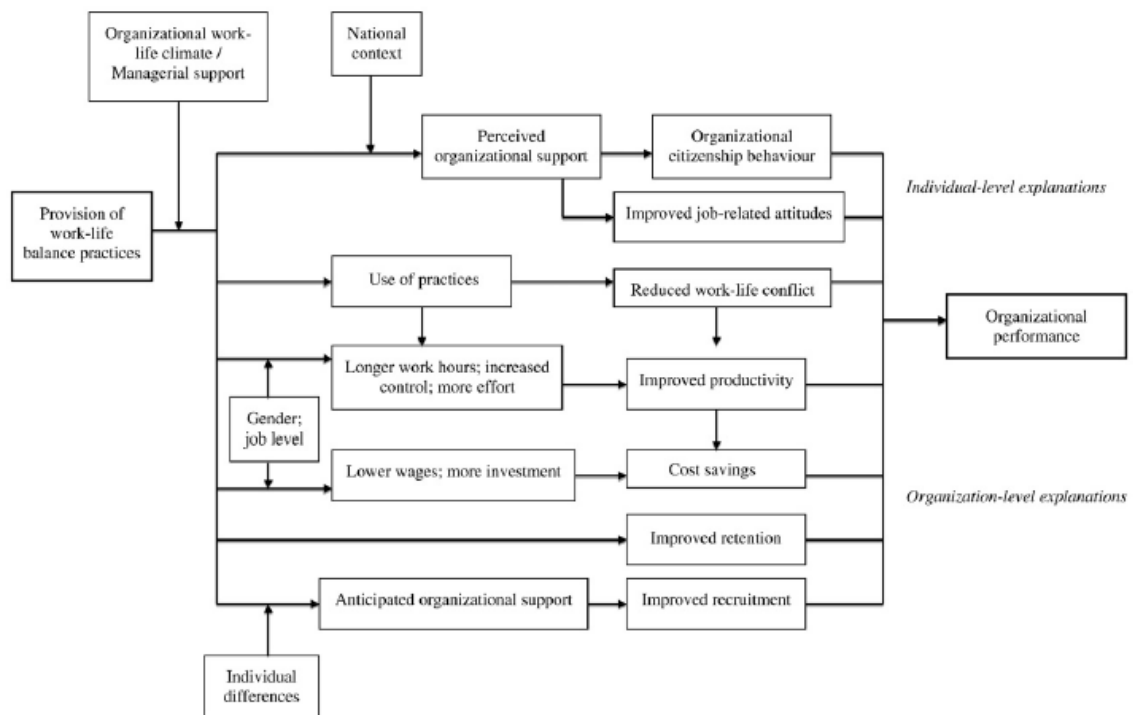


Figure 5: Model of proposed relationships between work-life balance practices and organizational performance (Beauregard & Henry, 2009, 10)

In their literature analysis, they found out that work-life balance practices do not necessarily reduce levels of work-life conflict, but are positively related to advantages in recruitment, positive job-related attitudes and work effort. Even if the direct effect of the practices' use on performance could not be found, the availability of work-life balance offers itself causes positive influences on various organisational-level explanations (recruitment, retention and cost savings), because of the company's enhanced attractiveness (Beauregard & Henry, 2009, 17-18).

Kaiser et al. conducted a study in which they examined the relation between the use of work-life balance initiatives, work-to-life conflict (which means the negative impact of work on other areas of life), life-to-work conflict (thus the negative impact of other aspects of life on work) and employees' affective commitment. In addition, they hypothesised that the perceived support by superiors positively influences the use of work-life balance initiatives (Kaiser et al., 2010, 236-240). In a survey of 275 consultants, the use of work-life balance initiatives correlated positively with affective commitment and negatively with work-to-life conflict. Whilst life-to-work conflict did not show any significant positive or negative relation with other constructs, the negative direct correlation between work-to-life

conflict and affective commitment was significant. Furthermore, the positive influence of superiors' support on the use of work-life balance initiatives could be confirmed (Kaiser et al., 2010, 244-246). Figure 6 shows the model of hypotheses and the result of the performed partial-least-squares analysis.

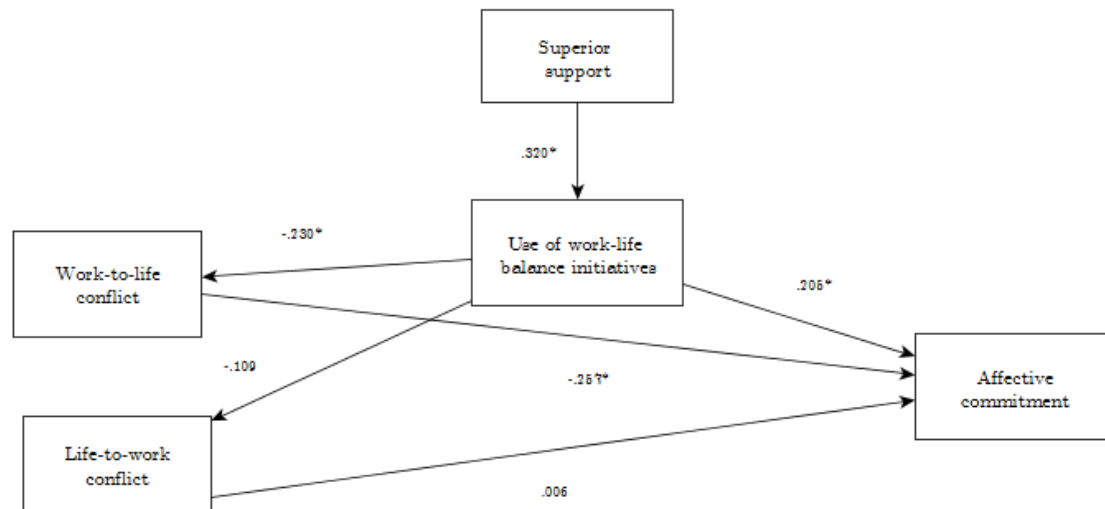


Figure 6: results of the partial-least-squares analysis (own figure based on Kaiser et al., 2010, 245)

A more varied sample was investigated by Isabel de Sivatte, Judith Gordon, Pilar Rojo and Ricardo Olmos in 2015, who received responses from 195 different companies in Spain to explore the relation between work-life culture, work-life program availability and labor productivity determined by dividing the company's 2011 net sales by the company's number of employees in 2011 (Sivatte et al., 2015, 892). A direct relation between work-life culture and the natural logarithm of productivity could not be found, but by introducing the work-life program availability as a mediating variable to the path analysis, a highly positive correlation between work-life culture and work-life program availability and a significant correlation between work-life program availability and the natural logarithm of productivity was detected (Sivatte et al., 2015, 894-895). Haar et al., with a significant sample of 1416 employees from seven different cultures (Malaysia, China, New Zealand Maori, New Zealand European, Spain, France and Italia), investigated the outcomes of work-life balance on job satisfaction, life satisfaction and mental health (Haar et al., 2014, 2). It was positively linked to job and life satisfaction and negatively linked to anxiety in gender egalitarian cultures (Haar et al., 2014, 31), thus can be seen as a key influence factor on greater job and life satisfaction and diminished mental health issues in many countries (Haar et al., 2014, 20).

One of the most current studies about the relation of work-life balance on success-leading constructs was done by Mas-Machuca et al. in 2016 examining the relation with organisational pride and job satisfaction. In their design, organisational pride was chosen as a mediating variable between work-life balance and job satisfaction. Employees' autonomy and supervisors' work-life balance support lead to an improved employee work-life balance which, on its part, related to a higher organisational pride. With a higher level of organisational pride, the job satisfaction rose significantly (Mas-Machuca et al., 2016, 9). It can thus be noticed that work-life balance as a construct or the availability of work-life balance initiatives in a company lead to an amelioration of a variety of success-leading constructs, even if in some studies, the relation operated through mediating variables. As job satisfaction is the construct used as dependent success-indicating variable in this study, it should be given a closer look. Agnes Bruggemann differentiated between multiple forms of job satisfaction and dissatisfaction, based on a target-actual comparison. This comparison results in either a stabilizing satisfaction or a vague dissatisfaction. Adding the aspiration level, and on the side of dissatisfaction the problem solving behavior, the overall model defines six types of job satisfaction and dissatisfaction (Büssing, 1991, 89-90, after Bruggemann, 1974). A stabilising satisfaction with a rise of the aspiration level leads to progressive job satisfaction, while a maintenance of the aspiration level is characteristic for stabilised job satisfaction. Vague dissatisfaction combined with a reduction of the aspiration level results in resigned job satisfaction. The outcome of a vague dissatisfaction with a maintenance of the aspiration levels differs upon the problem solving behavior. If the situational perception is falsified, pseudo-job satisfaction occurs. With the right perception, but without attempts to solve the problems, an employee finds himself in fixed job dissatisfaction. If he tries to overcome the occurring dissatisfying factors, but does not succeed, his job dissatisfaction can be categorised as constructive. In figure 7, the different forms are represented.

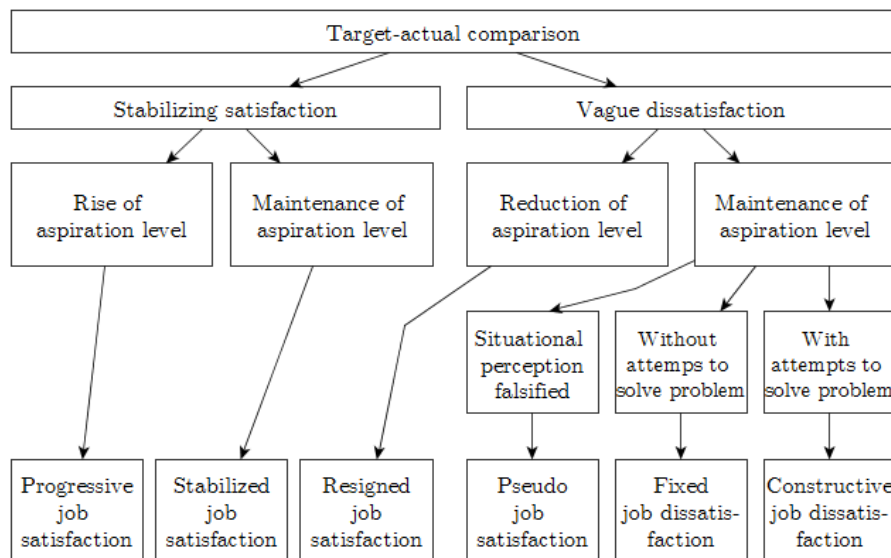


Figure 7: typology of job satisfaction (own figure based on Büssing, 1991, 90, after Bruggemann, 1974)

The bundle of factors detected by Herzberg in 1987 can be seen as basic factors that have to be fulfilled in order to prevent job dissatisfaction and gain job satisfaction, and his theory is used to improve employee satisfaction in companies all around the world. The factors contributing to a high job dissatisfaction are a negative company policy and administration, the manner of supervision, the relationship with the supervisor, work conditions, salary, relationship with peers and subordinates, personal life, status and security. All these factors result from basic human nature: “the built-in drive to avoid pain from the environment, plus all the learned drivers that become conditioned to the basic biological needs” (Herzberg, 1987, 9). On the other hand, the motivator factors lead to a high job satisfaction, which should not explicitly be seen as the opposite of job dissatisfaction, but as an independent feeling resulting from the basic human need to experience psychological growth through achievement (Herzberg, 1987, 9). The motivators Herzberg found out are achievement, recognition, the work itself, responsibility, advancement and growth. Figure 8 shows the amount in which the factors are contributing to job satisfaction and dissatisfaction.

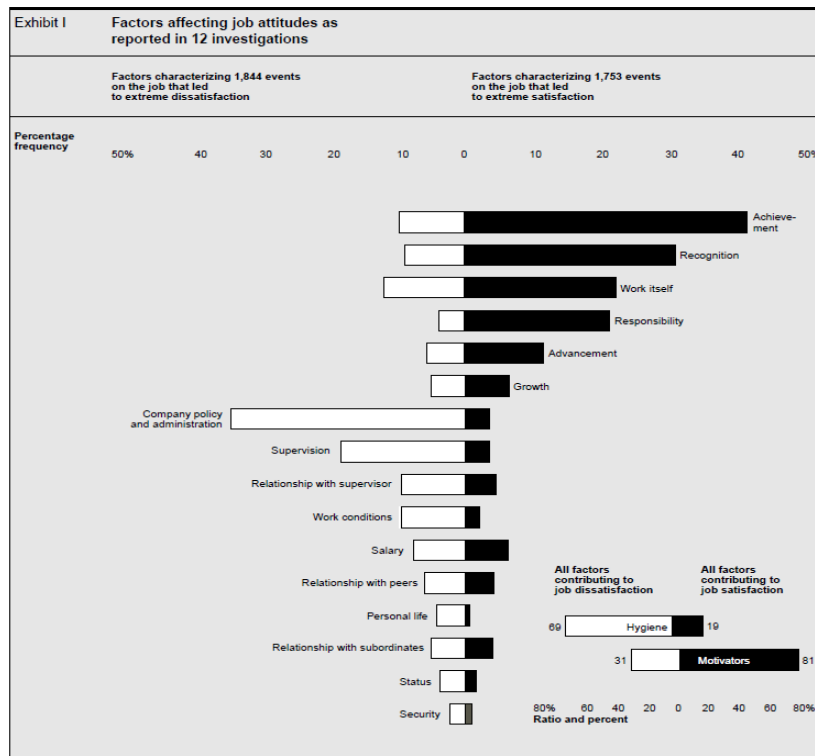


Figure 8: hygienic and motivator factors (Herzberg, 1987, 8)

In any analysis investigating the impact of constructs or variables on job satisfaction, this difference between hygienic factors and motivating factors should be considered.

3 Research method

3.1 Hypotheses and research models

Despite the extensive research about work-life balance and its influence on success-leading organisational variables, there is still a lack of investigation into the question, which specific work-life balance measures have the most impact on employee job satisfaction. Having this knowledge, companies would be able to design their work-life balance policy in the most advantageous way. Mohe et al. pointed to that research gap in their meta-analysis and expressed the need to examine which individual measures have the most impact on the dependent benefit variables (Mohe et al., 2010, 120-121). Three years later, Butts, Casper and Yang observed the same missing aspect of research in their meta-analytic investigation of work-family support policies and recommended that future studies should report correlations for individual policies rather than for policy bundles, so that effects of specific policies could be explored in future meta-analytic work (Butts et al., 2013, 13).

Currently, this gap can still not be closed and will thus be investigated in this study with job satisfaction as the dependent variable, as it can be explored through the personal reports by the employees instead of facing the obstacle of acquiring economic indicators from the participating companies.

To be able to interpret the results as representative, the generally proven correlation between the work-life balance construct and job satisfaction will be rechecked and acts as the prerequisite for the explanatory power of the study findings. The resulting first hypothesis is:

H1: There is a significant positive correlation between work-life balance and job satisfaction.

Subsequently, the use of every single work-life balance measure will be compared with the increase of job satisfaction to examine if there are some measures which have a significantly higher impact on job satisfaction than others.

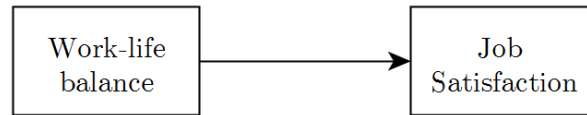


Figure 9: research model H1 - relation between work-life balance and job satisfaction (own figure)

The relative impact will be calculated using a multiple regression analysis. The second hypothesis is therefore:

H2: Some measures have a significantly higher impact on job satisfaction than others.



Figure 10: research model H2 - impact of the individual measures on job satisfaction (own figure)

The analysis will be performed on the entire sample and will then be carried out for subsamples divided by age and gender. The surveyed companies reported a difference between the expectations of work-life balance offers of newly hired employees in comparison to longtime working employees, so if there is a generation gap between the impacts of work-life balance measures on job satisfaction, it will be detected in this way. In addition, some of the captured measures might, upon the different roles of men and women in private life, be gender-specific. To evaluate interaction effects by gender, the analysis will be carried out separately for both men and women.

To express practical implications of the research findings, the relative impact of work-life balance measures on job satisfaction in comparison to the quantity of work-life balance offers (as it may be that the quantity is quite more important than the question which measures are offered) and the direct effects of other work and private life variables (e.g. variety of work tasks, working department, gender or age) will be investigated to explore different dimensions which, after Seiwert, have an influence on life balance (Seiwert, 2001, 24) and also on job satisfaction, as seen in the model of the IOP (Moser et al., 2007, 4).

In this way, the relative importance of the choice of work-life balance measures to be offered can be classified, adding the other variables to the regression analysis and comparing the increase of R^2 as explanation degree.

Secondly, the impact of all these variables (so the individual work-life balance measures, quantity and independent personal variables) on the work-life balance construct in

general will be calculated to find out if the use of work-life balance measures can explain a high percentage of the work-life balance variance. This examination will serve as help to explain the effects found before, especially when the results of H1 and H2 differ, the share of work-life balance by work-life balance measures can be taken into account.

The resulting hypotheses for the investigation are:

H3: Work-life balance measures have a significant impact on the work-life balance construct in comparison to other work and private life variables.

H4: Work-life balance measures have a significant impact on job satisfaction in comparison to other work and private life variables.

The analysis of the relative importance of work-life balance measures will be carried out for the overall sample and subsamples divided by age, as the surveyed companies assume that the employees' age has an influence on how important the use of work-life balance measures is for the employee job satisfaction, again referring to the generation gap.

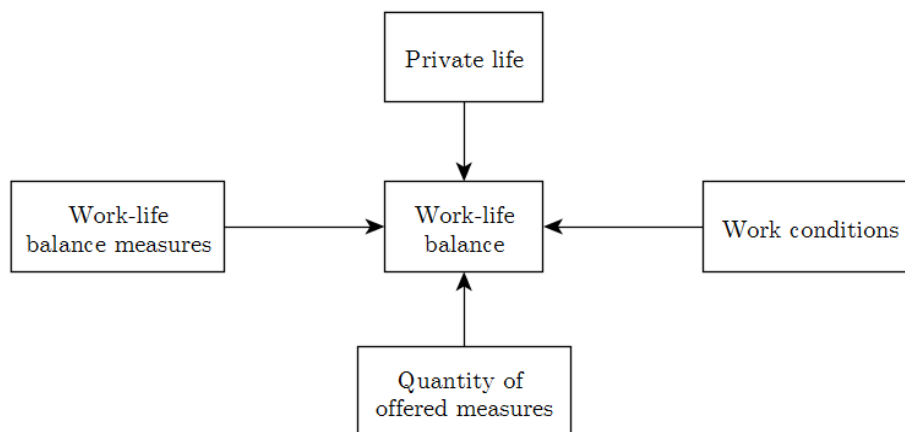


Figure 11: research model H3 - relative impact of work-life balance measures on work-life balance (own figure)

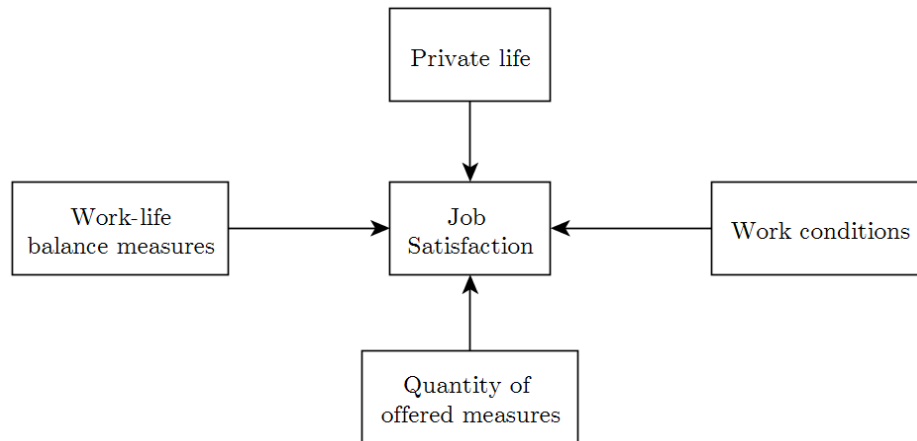


Figure 12: research model H4 - relative impact of work-life balance measures on job satisfaction (own figure)

Having examined the relative impact of work-life balance measures on job satisfaction, it would be valuable to know if the mean of use of the most effective measures is significantly higher than the mean of use of all the measures altogether. Similarly, a possible relation between the effectiveness of an individual measure and its use can be found. Otherwise, explanations for a difference between the effectiveness and the actual use will have to be found.

In addition, the mean of potential use, including the people who cannot use the measures so far, will be compared with the actual use to see if the actual use may differ from the effectiveness as there might be a lack of measure availability or implementation quality from the company's side.

H5:

- a) The mean of use of the most effective work-life balance measures is significantly higher than the one of all measures.*
- b) The mean of potential use of the most effective work-life balance measures is significantly higher than the mean of actual use.*

Finally, it is essential to find out if there may be work-life balance offers that are not fully offered, but desired by the employees. To answer this question, the mean of importance and the mean of potential use of all work-life balance measures will be compared to the degree of availability.

In this context, the mean of job satisfaction of the employees who are able to use the most important and the most potentially used measures will be matched with the mean of job satisfaction of those who are not able to do so as their company is not providing

the measure. In this way, basic measures which maybe don't cause a significant rise in job satisfaction, but need to be available to avoid job dissatisfaction (as after Herzberg, job satisfaction and dissatisfaction should be seen as two different feelings (Herzberg, 1987, 9)) and may therefore fall under the category of hygienic factors, can be discovered.

H6:

- a) There are work-life balance measures which have a relatively high mean of importance, but a lack of availability.*
- b) There are work-life balance measures which have a relatively high mean of potential use, but a lack of availability.*

H7:

- a) The mean of job satisfaction of the employees who can use the most important measures is significantly higher than the mean of those who are not able to use them.*
- b) The mean of job satisfaction of the employees who can use the most potentially used measures is significantly higher than the mean of those who are not able to use them.*

As a result, a detailed recommendation for work-life balance policies in companies and especially the choice of work-life balance measures to be offered can be given. A potential generation gap as assumed by the surveyed companies can be discovered. In addition, this study provides a basis for the discussion about the importance of work-life balance measures in general in comparison to other workplace variables which a company could improve with its resources instead to achieve a higher job satisfaction.

3.2 Description of the sample

Overall, the sample includes 289 employees of fifteen different companies located in Germany, from which the majority is situated in Rhineland-Palatinate and North Rhine-Westphalia. To a great extent, they are situated in the service sector, but a variety of different branches are represented. Apart from consulting engineers and architects, the polled companies act in the communication domain or in IT-consulting. Another group of the participating companies are environmental and trade associations. Two

companies operate in the industrial sector and have their own manufacturing departments. The range of enterprise size is large, from small and mid-sized companies to international acting ones with more than 500 employees.

59.6% of the participants are masculine and 39.1% feminine. The average age is $M=41.84$, $SD=11.3$. 78.9% are living in a steady relationship and 54.9% have their own children. With regard to the job situation, most of the participants work full-time (80.3%) or in project-based activities (63%), but only 28.5% bear personnel responsibility. 84.4% of the employees have a fixed office place, 8% work in various offices and 7.6% have a job outside of an office. Furthermore, a lot of relations between private life variables and work variables can be detected. Chi-square (χ^2) is indicated as the measure of coherence between the nominal variables from whom the majority has two parameter values. Those which had more than two values were dichotomised to avoid a lack of relations because of values that only apply to a few people. All dichotomisations with the original and transformed values can be seen in table 1. Eta (η) is the measure of coherence for nominal and metric variables and indicated the work variables as dependent variables, since the causality of the relation would not be given the other way around (for example, people don't age because they bear personnel responsibility). The directions of the relations are determined based on descriptive statistics and the significance of Eta was tested with T-Tests.

Table of dichotomization					
	Original parameter values	N		New parameter values	N
Relationship status	<i>permanent relationship</i>	80	}	<i>relationship</i>	228
	<i>married</i>	148			
	<i>single</i>	43	}	<i>no relationship</i>	55
	<i>widowed</i>	2			
	<i>divorced</i>	4			
	<i>other</i>	6			
Working place	<i>fixed office place</i>	244	}	<i>fixed office place</i>	244
	<i>various offices</i>	23		<i>no fixed office place</i>	45
	<i>outside an office</i>	22	}		
Working hours model	<i>full-time</i>	232	}	<i>full-time</i>	232
	<i>part-time</i>	48		<i>not full-time</i>	56
	<i>temporary help</i>	1	}		
	<i>trainee</i>	7			
Working department	<i>Human Resources</i>	27	}	<i>internal working department</i>	135
	<i>Administration (Finances, Accounting)</i>	27			
	<i>IT</i>	31			
	<i>Production</i>	16			
	<i>other</i>	34			
	<i>Marketing</i>	3	}	<i>service/consulting</i>	131
	<i>Law</i>	2			
	<i>Consulting</i>	72			
	<i>Engineering</i>	35			
	<i>Construction Design</i>	19	}		
Company size	<i><50</i>	51	}	<i>small company</i>	150
	<i><200</i>	99			
	<i><500</i>	32	}	<i>big company</i>	135
	<i>>= 500</i>	103			

Table 1: dichotomization of variables with more than two parameter values (own figure)

Significantly more men than women are working on a full-time basis ($X^2 = 58.217, p < .01$) and bear personnel responsibility ($X^2 = 13.573, p < .01$).

In addition, the variety of work tasks is higher for men than for women ($T = 4.484, p < .01, \eta = .259$) and men operate more in service and consulting departments ($X^2 = 9.689, p < .01$). People in bigger companies are significantly older than people in smaller companies ($T = -3.598, p < .01, \eta = .497$) and need to travel less for work ($X^2 = 13.703, p < .01$). In addition, travel for work is positively related to project-based work ($X^2 = 9.429, p < .01$), variety of work tasks ($T = 6.261, p < .01, \eta = .349$) and jobs in service and consulting departments ($X^2 = 13.500, p < .01$) as well as personnel responsibility ($X^2 = 27.564, p < .01$). People working on a full-time basis have a significantly lower amount of children in their household ($T = -3.041, p < .01, \eta = .259$) and there is a significant relation between part-time working and having own children ($X^2 = 7.109, p < .01$). Lastly, people who bear personnel responsibility are significantly older than those without personnel responsibility are ($T = 5.662, p < .01, \eta = .531$) and line-based work is related to higher age ($T = -3.019, p < .01, \eta = .407$). A significant positive correlation between age and work task variety can be noticed for this sample ($r = .164, p < .01$). All relations are shown in table 2.

Table of relations between work and private life variables							
	Working hours model	Working place	Company size	Working department	Project based or line based work	Personnel responsibility	Variety of work tasks
Relationship status	$X^2 = 1.580$	$X^2 = .011$	$X^2 = 1.469$	$X^2 = .05$	$X^2 = .745$	$X^2 = 14.134^{**}$	$\eta_1 = .120^*$
Care for adult relatives	$X^2 = 3.910$	$X^2 = 2.133$	$X^2 = 2.202$	$X^2 = .868$	$X^2 = 3.742$	$X^2 = 4.025$	$\eta_1 = .081$
Travel for work	$X^2 = 13.998^{**}$	$X^2 = 9.280^{**}$	$X^2 = 13.703^{**}$	$X^2 = 13.500^{**}$	$X^2 = 9.429^{**}$	$X^2 = 27.564^{**}$	$\eta_1 = .349^{**}$
Way to work	$X^2 = .009$	$X^2 = 1.323$	$X^2 = 7.547^{**}$	$X^2 = 0.027$	$X^2 = 3.403$	$X^2 = 0.031$	$\eta_1 = .007$
Children in household	$\eta_1 = .259^{**}$	$\eta_1 = .291^{**}$	$\eta_1 = .233$	$\eta_1 = .120$	$\eta_1 = .126$	$\eta_1 = .243^{**}$	$r = .133^*$
Own children	$X^2 = 7.109^{**}$	$X^2 = .027$	$X^2 = 7.222^{**}$	$X^2 = 1.194$	$X^2 = 3.002$	$X^2 = 18.180^{**}$	$\eta_1 = .078$
Gender	$X^2 = 58.217^{**}$	$X^2 = 9.106^{**}$	$X^2 = 2.879$	$X^2 = 9.689^{**}$	$X^2 = 3.388$	$X^2 = 13.537^{**}$	$\eta_1 = .259^{**}$
Age	$\eta_1 = .463$	$\eta_1 = .454$	$\eta_1 = .497^{**}$	$\eta_1 = .459^{**}$	$\eta_1 = .407^{**}$	$\eta_1 = .531^{**}$	$r = .164^{**}$

Significance of η was tested with T-Tests. * = significant on $p < 0.05$, ** = significant on $p < 0.01$

Table 2: relations between work and private life variables (own figure)

3.3 Questionnaires

The survey contained four subparts in which different variables and constructs were gathered.

In the first part, the “Trierer Kurzskala zur Messung der Work-Life Balance” which was developed and validated by Syrek et al. (Syrek et al., 2011, 140-143) was used to check if the general positive correlation between work-life balance measures and job satisfaction found in previous studies is applicable to the surveyed companies. It is a five-item questionnaire to which the participants can respond on a six-tier scale from “totally disagree” (1) to “totally agree” (6) as to whether they agree to the presented statements about work-life balance. These five statements are¹ (Syrek et al., 2011, 140):

1. I’m satisfied with my balance between work and private life.
2. It is difficult for me to arrange work and private life (inverse).
3. I can meet the requirements of my work and the requirements of my private life equally well.
4. I’m successful in achieving a good balance between stressful and relaxing activities in my life.
5. I’m satisfied with my priorities in relation to work and private life.

As the inverse encoding was not compatible with the survey software used, the second item was transformed to “It is not difficult for me to arrange work and private life.”

The second part was a self-developed questionnaire asking the participants about their use (including the option “not provided”), their potential use (if all the measures were provided) and their perceived importance of several work-life balance offers which companies can provide. To measure the use and the potential use, the participants

¹ Analogous translation of the originally German questionnaire

answered on a five-tier scale from “never” (1) to “very often” (5). To estimate the perceived importance, another five-tier scale from “very unimportant” (1) to “very important” (5) was used.

Mohe et al. classified three types of work-life balance measures: primary measures, which have a direct impact on employees and their work and change aspects of working time, working place, processes, working contents and organization, secondary measures to support the employees on a social and financial basis and tertiary measures flanking the two first ones, like the company’s information and communication policy (Mohe et al., 2010, 109). The most used primary and secondary measures of the 36 studies they analysed were captured in this questionnaire to extend their research with regard to the effectiveness of the single measures. Furthermore, work-life balance measures from part “E” of the Allwiss-Questionnaire (Thomm & Thomm, 2013, 39-40) were added as the Allwiss-Check in a standardised inventory of the work-life balance conditions in a company supported by the German Federal Ministry of Education and Research. In addition, the survey pretesters were asked about suggestions for additional work-life balance offers that they know. All work-life balance measures were classified according to the definitions by Mohe et al. in their meta-analysis. This procedure resulted in a set of 17 work-life balance measures, which are shown with their classification and their source in table 3.

In order to get more information about the employees’ expectations, they were subsequently asked which aspects avert a successful implementation of work-life-balance offers in their company and if they had more suggestions for possible work-life-balance measures.

As third part, the “Andrews and Whitey Job Satisfaction Questionnaire” was used to capture the participant’s job satisfaction. Its reliability and validity was proved by Rentsch and Steel (Rentsch & Steel, 1992, 363-365) and confirmed in a comparison of twenty-nine instruments measuring job satisfaction (van Saane et al., 2003, 194-196). This questionnaire consists of five items which originally are:

1. How do you feel about your job?
2. How do you feel about the people you work with – your co-workers?
3. How do you feel about the work you do on your job – the work itself?
4. What is it like where you work – the physical surroundings, the hours, the amount of work you are asked to do?

5. How do you feel about what you have available for doing your job – I mean equipment, information, good supervision and so on?

Responses to these items are given on a scale from “delighted” (1) to “terrible” (7) (Rentsch & Steel, 1992, 359, after Andrews & Withey, 1976).

Work-life balance measures and their source		
Work-life balance measure	Classification	Source
Flexible working hours (flexitime etc.)	primary measure	Metaanalysis (Mohe et. Al., 2010)
Flexible work locations (home office etc.)	primary measure	Metaanalysis (Mohe et. Al., 2010)
Jobsharing	primary measure	Metaanalysis (Mohe et. Al., 2010)
Child bonus allowances	secondary measure	Metaanalysis (Mohe et. Al., 2010)
Support in childcare	secondary measure	Metaanalysis (Mohe et. Al., 2010)
Information events about the company's work-life balance offers	tertiary measure	Metaanalysis (Mohe et. Al., 2010)
Contact person for advices to arrange work and private life	tertiary measure*	Allwiss-Questionnaire (Thomm & Thomm, 2013)
Reflection- and team meetings about work-life balance	tertiary measure*	Allwiss-Questionnaire (Thomm & Thomm, 2013)
Support in care tasks (for example care for adult relatives)	secondary measure*	Allwiss-Questionnaire (Thomm & Thomm, 2013)
Provision of "study time" within the working time	primary measure*	Allwiss-Questionnaire (Thomm & Thomm, 2013)
Freetime- and overtime accounts	primary measure*	Allwiss-Questionnaire (Thomm & Thomm, 2013)
Support of work-life balance with differents ways of development and promotion (for example internal rotations, job changes, programs to assist the return to work)	secondary measure*	Allwiss-Questionnaire (Thomm & Thomm, 2013)
Support in voluntary activities	secondary measure*	Suggestion of pretester
Company sport activities	secondary measure*	Suggestion of pretester
Teambuilding-events with colleagues	secondary measure*	Suggestion of pretester
Sabbaticals	secondary measure*	Suggestion of pretester
Company celebrations with families	secondary measure*	Suggestion of pretester

* Classification after the definition of primary, secondary and tertiary measures by Mohe et.al., 2010.

Table 3: work-life balance measures in the self-developed questionnaire (own figure)

Since the participants spoke the German language, the items and the answer possibilities were analogously translated into German. The export to SPSS caused a reverse encoding of the answer scale; therefore, the scale in this analysis ranges from “terrible” (1) to “delighted” (7).

In the last part, the participants were asked questions about their work (working place and department, variety of the work assignments from “very monotonous” (1) to “very varied” (5), whether they bear personnel responsibility and if their work is project or line-based, size of the company, working hours model) and questions about their personal attributes and private life situation (gender, age, relationship status, if they have children and how many children are actually living in their household, whether they need more than 45 minutes for their commute to work and if they have to travel a lot for work, if they need to care for adult relatives)².

² The complete questionnaire can be found in the appendix.

3.4 Survey procedure

Multiple companies were contacted via personal contacts and e-mail if they would like to participate in the study. To let them know more about the issue this study deals with, they were given a one-page information sheet³. The questionnaire itself was created with the online-survey tool “easy feedback” and tested by several students and author’s relatives before going live. After finishing the suggested improvements, the participants were sent an e-mail with the survey link on June 10, 2016. The survey went offline on July 10, 2016, so the period of participation was one month.

The results were afterwards exported to SPSS, the statistic program used for the subsequent evaluation.

³ The information sheet can be found in the appendix.

4 Research results

4.1 Relation between work-life balance and job satisfaction

In the past years, since the research about the positive effects of keeping a balance between work and private life became popular, the correlation between a high work-life balance score and a high job satisfaction score could be found in most studies (Mohe et al., 2010, 113-114). As the current investigation wants to elaborate the effects of individual work-life balance measures on job satisfaction, the presence of the mentioned general relation is needed to allow a transfer of the results to the whole population.

Both work-life balance and job satisfaction are normally distributed and skewed to the left, job satisfaction having a greater skew of $-.874$ and work-life balance having a lower skew of $-.353$, as shown in figure 13.

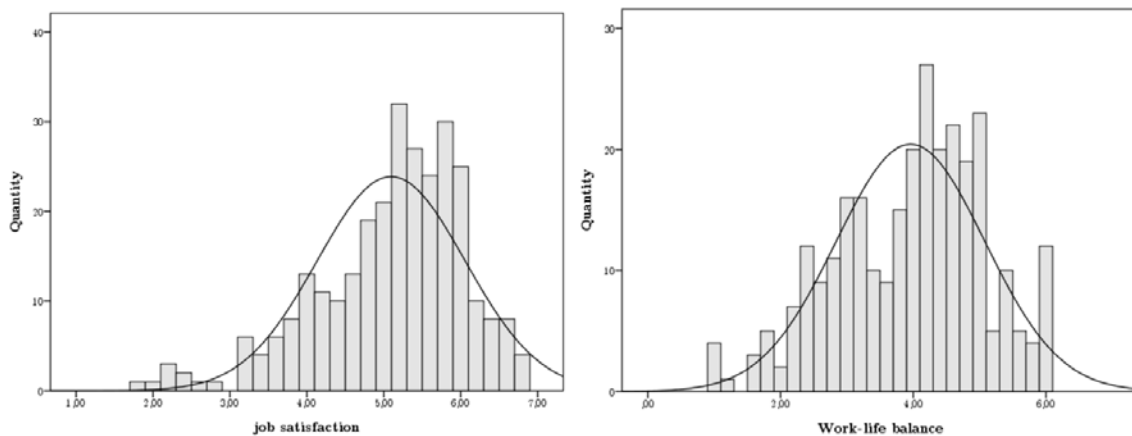


Figure 13: distribution of job satisfaction and work-life balance (own figure)

The mean of work-life balance is $M = 3.958$, $SD = 1.121$, the mean of job satisfaction is $M = 5.095$, $SD = .962$.

As both variables are metric and normally distributed, the Pearson correlation coefficient is the statistical measure chosen in order to interpret the relation between work-life balance and job satisfaction. 3 sets of data were excluded because of missing values, so N comes to 286 for this calculation. $r = .481$ is significant on $p < .001$. Therefore, H1 can be accepted. Thus, the positive correlation between work-life balance and job satisfaction applies to this sample, and subsequently the explanatory power of the following elaboration of the effectiveness of the single work-life balance measures can be seen as given.

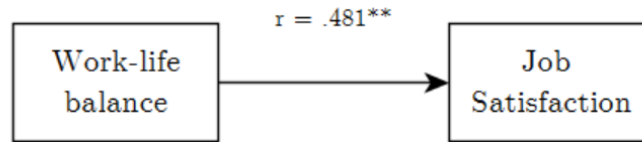


Figure 14: H1 - relation between work-life balance and job satisfaction, * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

4.2 Effectiveness of work-life balance measures

4.2.1 Examination of the most effective measures

4.2.1.1 Overall examination

Even if the content-related prerequisite for the following investigation is checked, the investigation of the influence on job satisfaction by the use of specific work-life balance measures requires some more statistical conditions to be carried out. As the statistical influence of multiple metric predictors on a single metric criterion has to be examined, a multiple regression is performed. The linear relationship between the predictors and the criterion is taken as the scatter graphs don't show any other forms of relation (like a quadratic, logarithmical or exponential relationship).

Statistical conditions for this calculation are the linear independence of all the independent factors, the normal distribution of the residuals with a mean close to zero, variance homogeneity, and ensuring that there is no autocorrelation between the residuals (Möhring & Troitzsch, 2001, 139).

The linear independence is checked by the measures Tolerance (T) and the Variance Inflation Factor (VIF). As $T > .25$ and $VIF < 5$ applies to the collinear statistic of all work-life balance measures, the linear independence of the predictors is given. The normal distribution and the variance homogeneity of the residuals are checked with the histogram and the scatter graph shown in figure 15. As to be seen on the left, the residuals are distributed normally having a mean of $M = .15$. The securing of variance homogeneity is difficult as the scatter graph shows neither an "even, horizontal value belt" (standing for homogeneity) nor the form of a hopper, which stands for inhomogeneity (Möhring & Troitzsch, 2001, 144-146). But as the range of value points does not exceed the higher estimated value, the condition of variance homogeneity is accepted for this multiple regression.

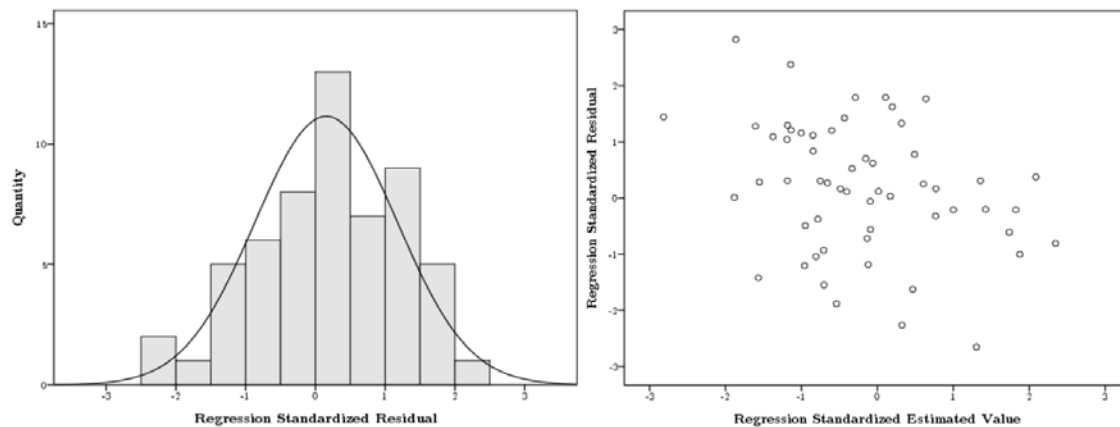


Figure 15: normal distribution and variance homogeneity of the residuals (own figure)

Last, the Durbin-Watson statistic (d) is a measure to test the autocorrelation between the residuals. The closer d is to the value 2, the less the amount of autocorrelation. Values between 1.5 and 2.5 make it acceptable to assume that there is no autocorrelation between the residuals (Möhring & Troitzsch, 2013, 23-24). With a $d = 2.210$ for this sample, the autocorrelation can be rejected.

As all statistical and content-related prerequisites for the multiple regression are checked, its results can be statistically interpreted.

The option “not provided” in the measure use scale was coded with the value 6 and is excluded as a missing value for the following analysis, as it would distort the means of the measures’ use and therefore sophisticate the regression result. Consequently, the samples of the measure scales differ. To handle these missing values and the differing samples, the method “pairwise exclusion” is chosen, as the “listwise exclusion” results in a reduction of the sample to 58 participants, which would be too few to transfer the results to the whole population. The method “replace by mean” does not take into account the error variances and falsifies the result, thus it cannot be chosen either.

Table 4 shows the measures whose use has a significant influence on job satisfaction in order of their amount of beta (b^*), the measure value which indicates the influence of one predictor if all other predictors were seen as constant⁴. Teambuilding-events and support in childcare as measures are added to the significant variables as the regression with such a big amount of variables is a quite unstable statistical procedure (in which the beta coefficients can differ a lot by adding and removing one single predictor) and the significance is very close to the significance level .05.

⁴ The whole regression table with all measures can be found in the appendix.

Work-life balance measures having a significant influence on job satisfaction		
Work-life balance measure	Beta b*	Significance p
Support in care tasks (for example care for adult relatives)	- .409	.01
Support in childcare	.300	.053
Support in voluntary activities	.281	.021
Child bonus allowances	- .273	.043
Teambuilding-events with colleagues	.213	.056

Table 4: H2 – regression analysis about the influence of work-life balance measures on job satisfaction – overall (own figure)

As shown, the use of support in childcare, support in voluntary activities and teambuilding-events show a positive relation with job satisfaction, while the use of support in care tasks and the use of child bonus allowances has a negative relation with job satisfaction.

H2 can thus be accepted for the whole sample, as these measures have a significantly higher impact on job satisfaction than the others.

In comparison to each other (excluding the other measures), the use of support in voluntary activities rises to the top with $b^* = .259$, $p < .05$, followed by support in care tasks ($b^* = -.252$, $p < .05$) and teambuilding events ($b^* = .249$, $p < .01$). The use of child bonus allowances continues to have a negative relation with job satisfaction ($b^* = -.211$, $p < .05$) while the use of childcare with a b^* of .203 loses its significant influence on job satisfaction.

The negative influence of support in care tasks and child bonus allowances is astonishing and could be explained by the distribution of the variable categories. The use of child bonus allowances is “never” in 85.2 % of the cases where the measure is available, thus the sample of people using the child bonus allowances is very small. In addition, a scaling from “never” to “very often” is not really applicable to this measure which is normally either used or not used, as it involves money given from the company when an employee gets a child. Therefore, the negative influence of the use of child bonus allowances on job satisfaction could be a result of pure coincidence.

The use of support in care tasks has a more normal distribution, even though it is never used by 69.7% of the sample having the possibility to use it. An astonishing thing is the mean of job satisfaction when it is separated by the use categories. While the mean of job satisfaction is higher in the extreme categories “never” ($M = 5.2$) and “very often” ($M = 5.71$), it is lower in the less extreme categories ($M_2 = 5.1$, $M_3 = 4.69$, $M_4 = 5.0$).

Therefore, the statistically carried out negative relation is surprising. The categories of the use of support in voluntary activities and the use of teambuilding events are distributed more evenly and show a rising mean job satisfaction from “never” to “very often”, thus the statistically found positive relations are supported by the descriptive frequencies.

Overall, the work-life balance measures explain 24.7% of the job satisfaction variance ($R^2 = .247$, *corrected* $R^2 = .091$), while the selected significant measures explain 14.3% of the job satisfaction variance ($R^2 = .143$, *corrected* $R^2 = .102$). This means that the selected measures make up 58% of the overall declaration share of job satisfaction by all work-life balance measures. The significance of R^2 is tested with a variance analysis including all the measures. With $F = 1.584$ and $p = .088$, R^2 is statistically not applicable to the whole population, thus the explanatory power of the influence of the work-life balance measures on job satisfaction towards the whole sample is rather small.

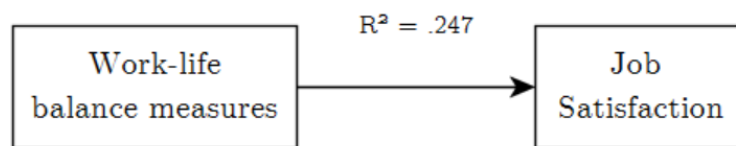


Figure 16: H2 – impact of the work-life balance measures on job satisfaction (overall), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

4.2.1.2 Examination divided by age and gender

As already described in the research model part, the surveyed companies reported about a change of generation regarding the importance of work-life balance measures for employees. If this kind of gap exists for this sample, the results of effective work-life balance measures may differ from the whole sample and between the different age groups. Perhaps there might be more work-life balance measures having a significant influence on job satisfaction in the group of younger people, or the kind of effective measures might be different.

Secondly, some work-life balance measures (like support in childcare, child bonus allowances or assist programs to ease the return to work) could have a gender-specific influence. Even if these gender roles aren't stated as good or as bad in this study, a significant relation between gender and the working hours model could be found out ($\chi^2 = 58.217$, $p < .01$) and a fourth of all women whose youngest child is less than six years old went on parental leave in 2014; while this applies to only one in a hundred men having a child younger than six years old (German Federal Statistical Office, 2016). Therefore, gender differences in the effectiveness of these measures on job satisfaction

are hypothesised. To clarify the influences of gender and age on the examination of the most effective work-life balance measures, the sample needs to be split.

The mean of age is $M = 41.84$, $SD = 11.30$ with a minimum of 18 and a maximum of 65. The median amounts to 43, and as it is the value set in the middle of all values, it will be used as the measured value to split the sample in two groups. With nine missing values, the sample with people younger than 44 now has a mean of $M = 32.51$, $SD = 6.079$ ($N = 150$) and the sample with people equal or older than 43 now has a mean of $M = 52.08$, $SD = 5.134$ ($N = 130$). Split again upon gender, the distribution shown in table 5 occurs.

Distribution of gender and age			
	male	female	total
≤ 43 years	82	68	150
> 43 years	86	44	130
total	168	112	280

Table 5: distribution of gender and age (own figure)

To get samples which are large enough to carry out the multiple regression, the influence of age and the influence of gender on the effective measures will be investigated separately. First, the sample is split by gender. For men, all statistical conditions are fulfilled ($M = .28$, normal distribution, variance homogeneity confirmed, $T > .25$ and $VIF < 5$, $d = 1.659$). Overall, the work-life balance measures explain 38.3% of job satisfaction ($R^2 = .383$, corrected $R^2 = .144$, $p = .105$). Table 6 shows the coefficients having a significant beta regarding to job satisfaction⁵.

Work-life balance measures having a significant influence on job satisfaction		
Work-life balance measure	Beta b*	Significance p
Support in care tasks (for example care for adult relatives)	-.585	.006
Support in voluntary activities	.488	.005
Child bonus allowances	-.394	.023

Table 6: H2 - regression analysis about the influence of work-life balance measures on job satisfaction - male sample (own figure)

For women, the regression cannot be performed, as too many statistical conditions are impacted. The residuals are not normally distributed with a mean of $M = .34$, and with a $d = 1.444$, autocorrelation cannot be excluded. In addition, the Tolerance assumes a

⁵ The whole regression table with all measures can be found in the appendix.

negative value for support in childcare, and for child bonus allowances, the *VIF* is higher than 5. This results in strange beta coefficients having much too high values, for example $b^* = -1.082$ for child bonus allowances⁶. Support in childcare is excluded by SPSS because of its negative Tolerance, and if child bonus allowances are removed from the regression, the result with beta coefficients having a value greater than 1 and negative *T* and *VIF* values becomes even worse. Subsequently, the outcome of the regression is not reliable to interpret.

Accordingly, the variables are not clearly linearly independent, but a factor analysis with all the work-life balance measures didn't provide clear factors either, as the correlation matrix couldn't be inverted, resulting from the pairwise exclusion of missing values. As already explained before, a listwise exclusion or a replace by mean can cause such a loss of information that these methods would not serve to get a reliable result either. Thus, the investigation of gender differences regarding the most effective measures can unfortunately not be carried out.

The same problem occurs in view of the group of younger people. $d = 1.154$ and several $T \leq .25$, even $VIF > 10$, indicate autocorrelation of the residuals and linear dependency of the variables⁷. The residuals are not normally distributed and have a mean of $M = .47$. Even if the explanation share of job satisfaction by the work-life balance measures for the younger sample is relatively high with 55.6 % ($R^2 = .566$, *corrected* $R^2 = .305$, $p < .05$) and even significant, it cannot be seen as a reliable result because of the missing statistical conditions, which cause beta coefficients with values larger than 1 and falsify all beta coefficients and significance values. A subsequent factor analysis did not deliver clear factors either. Somehow, there is a large problem with regard to the work-life balance measures when the sample is split (and thus smaller), which may be caused by the high number of missing values in a great amount of work-life balance measures, because they are not provided by the companies, and by the high number of variables added to the regression (the more variables added, the bigger the sample needs to be to carry out a reliable regression). Thus in pairwise exclusion, too much data gets lost to perform a trustworthy multiple regression.

For people older than 43, none of the statistical conditions are harmed ($d = 1.927$, $M = .27$).

⁶ The whole regression table with all measures can be found in the appendix.

⁷ The whole regression table with all measures can be found in the appendix.

The work-life balance measures explain 24.7% of job satisfaction ($R^2 = .247$, corrected $R^2 = -.129$, $p = .821$), but the explanation share is not significant and none of the single measures have a significant impact on job satisfaction⁸.

Differences between age and gender cannot be carried out by examining the impact of work-life balance measures on job satisfaction, because the multiple regression cannot be executed for two of the subsamples due to a too large amount of missing values, high autocorrelations and a high number of variables. Instead, the differences between employees' expectations and the actual availability of work-life balance measures can be investigated for these subsamples separately to find out whether there are gender or age specific differences.

4.2.2 Impact of work-life balance measures on work-life balance

4.2.2.1 Overall examination

The results of the first analyses differ so far. H1 is accepted and the correlation between the work-life balance construct and job satisfaction is both positive and significant. H2 applies as well to the overall sample, but the influence of work-life balance measures on job satisfaction is with $p = .088$ not significant and therefore not applicable to the whole population. It seems as if the work-life balance measures do not make up a big part of the work-life balance construct, because if it were so, the influence of work-life balance measures on job satisfaction would be as significant as the one of the work-life balance construct. Therefore, it is important to evaluate which share work-life balance measures constitute the work-life balance construct and how large their relative effect is on work-life balance in comparison to other variables, like private life and work situation.

To investigate this research question, several multiple regressions are used, having work-life balance as the dependent metric variable.

The work-life balance measures, the quantity of offered measures in the company, the bundle of work variables and the bundle of private life variables are the added predictors. The increase of R^2 by adding these factors manually step-by-step shows the increase of declaration per variable. The sequence of the added variables plays a role in the regression result and is specified by the presumed causal relation with work-life balance, which means that the work-life balance measures are used first, then the quantity of offered measures is added in comparison, and subsequently the work conditions are joined. The private life conditions are added last because the captured

⁸ The whole regression table with all measures can be found in the appendix.

variables are not describing any of the four dimensions described by Seiwert - body/health, friends/contact, sense/culture and work/performance (Seiwert, 2011, 24), but instead more demographical information. To use nominal as well as metric predictors in the same regression, the nominal variables are used in their dichotomised form visible in table 1 on page 20. The statistical conditions for the regression analysis are checked in each step to be sure that the result is reliably interpretable. Like in the previous regression, missing values are excluded pairwise to keep the loss of information as small as possible.

The linear relationship between the predictors and the criterion is taken as the scatter graphs don't show any other forms of relation (like a quadratic, logarithmical or exponential relationship).

Just using the work-life balance measures as independent variables, the linear independence is given with $T > .25$ and $VIF < 5$ for all predictors. $d = 2.044$ means that there is almost no autocorrelation between the residuals. The variance homogeneity of the residuals can be taken, but the residuals are not normally distributed, even if the mean of $M = .11$ is close to zero. As a result, the significance tests should be treated with caution.

The work-life balance measures explain 7% of the variance of work-life balance ($R^2 = .070$, *corrected* $R^2 = -.123$) with a significance of $p = .989$. Thus, the effect of work-life balance measures on the work-life balance construct is rather small, which could explain the missing declaration share on job satisfaction in the previous analysis.

But which factors explain the lack of 93% of the declaration of work-life balance?

Adding the quantity of offered measures in the company, all statistical conditions are fulfilled (including the normal distribution of the residuals with a mean of $M = -.02$) and d is 2.074. The declaration share rises to 8.5% ($R^2 = .085$, *corrected* $R^2 = -.118$) with a significance of $p = .980$.

Secondly, the work variables (work place and department, variety of the work assignments, whether they bear personnel responsibility and if their work is project or line-based, size of the company, working hours model) are joined to the regression. The statistical conditions keep being fulfilled ($M = .02$, $d = 2.144$). Not any of these variables have a significant influence on the work-life balance construct, and the overall R^2 rises to .135 (*corrected* $R^2 = -.157$) with a significance of $p = .983$.

Next, the private life variables (gender, age, relationship status, if they have children and how many children are actually living in their household, whether they need more than

45 minutes to travel to their workplace and if they have to travel a lot for work, if they need to care for adult relatives) are added to the regression. The statistical conditions are largely fulfilled ($d = 2.150$), but the normal distribution of the residuals is not clear. The mean of $M = .00$ is exactly zero.

The declaration of the work-life balance construct by all predictors comes to 14.9% ($R^2 = .149$, corrected $R^2 = -.277$) with a significance of $p = .999$.

None of the predictors themselves has a significant impact on work-life balance, and yet 85.4% of the variance of work-life balance is unable to be explained by the captured variables. The whole model can be seen in figure 17, but unfortunately the model is not reliable and cannot be applied to the whole population.

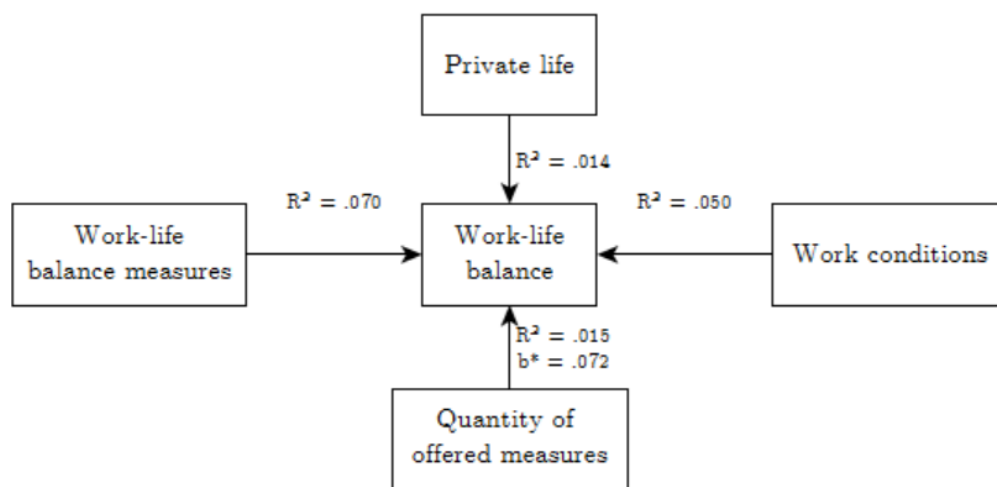


Figure 17: H3 - relative impact of work-life balance measures on work-life balance (overall), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

One thing which was not yet examined is whether the mean of use over all work-life balance measures has a higher influence on work-life balance than the mean of use of the single measures. Even if the outcome of this calculation is redundant to the results of the multiple regression, it should be carried out to cover all possible analyses in order to try to explain the missing declaration share of the work-life balance construct.

As both variables are metric and normally distributed, the Pearson correlation coefficient is the statistical measure to be chosen in order to interpret the relation between the mean of use of work-life balance measures and the work-life balance construct.

With $r = .028$ and $p = .636$, the relation between these two variables is slightly positive, but not significant at all. Because of this, the lack of declaration of work-life balance cannot be filled with the mean of use of work-life balance measures.

Even if the mean of use of work-life balance measures is added to the regression instead of the single measures (to examine whether the regression result to evaluate the research model differs because of the high amount of variables), it didn't have a significant beta coefficient in comparison to the other variables ($b^* = .048, p = .506$) and the research model does not become significant either ($R^2 = .094, p = .090$).

Subsequently, H3 has to be rejected, as work-life balance measures don't have a significant impact on work-life balance, neither for themselves nor in comparison with other variables, and there is no impact when adding them in as single measures, or when their mean of use is taken as predictor. The most part of the variance of the work-life balance construct keeps being unexplained by the captured variables in this study, so that missing influence factors have to be discussed.

4.2.2.2 Examination divided by age

The age-based examination of the relative impact of work-life balance measures on work-life balance requires, as in the investigation of H2, a split of the sample in the two subsamples of people younger than 44 and older or equal 44.

Unfortunately, the same problem as before occurs regarding the younger sample – the statistical conditions for a multiple regression taking the use of work-life balance measures as predictors and work-life balance as criterion are not fulfilled and Tolerance values far smaller than .25 as well as *VIF* values over 10 occur.

As in this part, instead of building a hierarchy of the effectiveness of the work-life balance measures upon their influence, the relative impact of all work-life balance measures in comparison to other variables should be examined for the two subsamples, the mean of use of work-life balance measures is applied to the regression as a substitute variable for the use of the single work-life balance measures, as done in the overall examination.

The mean of use of work-life balance measures amounts to $M = 2.530, SD = .809$ for the younger sample and is slightly lower for the older sample ($M = 2.388, SD = .666$). Although, the difference between the groups is not significant ($T = 1.623, p = .106$). Therefore, the younger employees are not using the offered work-life balance measures in their company significantly more often than the older employees. If their use nevertheless had a different impact on the work-life balance construct in comparison to the quantity of offered measures, the work conditions and the private life variables, it can be investigated with a multiple regression performed in the same order as the regression for the whole sample with pairwise exclusion, but using the mean of use of all

measures instead of the use of the single measures. The scatter graph of the mean of use and work-life balance does not show any quadratic, logarithmical or exponential shape, so the linear relationship is taken.

First, the results for the older sample, thus employees older or equal 44, will be reported.

Just using the mean of use of work-life balance measures as predictor for the work-life balance construct, the explanation share amounts to 0.3% ($R^2 = .003$, *corrected* $R^2 = -.005$, $p = .542$), having a non-significant b^* of $.053$ ($p = .542$). The statistical conditions are all fulfilled ($d = 2.050$, $M = 0.00$, normal distribution of the residuals, variance homogeneity confirmed). Accordingly, the work-life balance measures seem to not have any influence on the work-life balance construct for the older sample.

Adding the quantity of offered measures to the regression, no statistical condition is harmed ($d = 2.046$, $M = 0.00$) and R^2 rises a small amount to $.012$ (*corrected* $R^2 = -.003$, $p = .455$). This supports the assumption that work-life balance measures are not important for the variance of the work-life balance construct for this subsample. Next, the work conditions are joined, causing a rise of explanation to 12.9% ($R^2 = .129$, *corrected* $R^2 = .058$, $p = .075$). The statistical requirements to interpret this result are given ($d = 2.079$, $M = 0.01$).

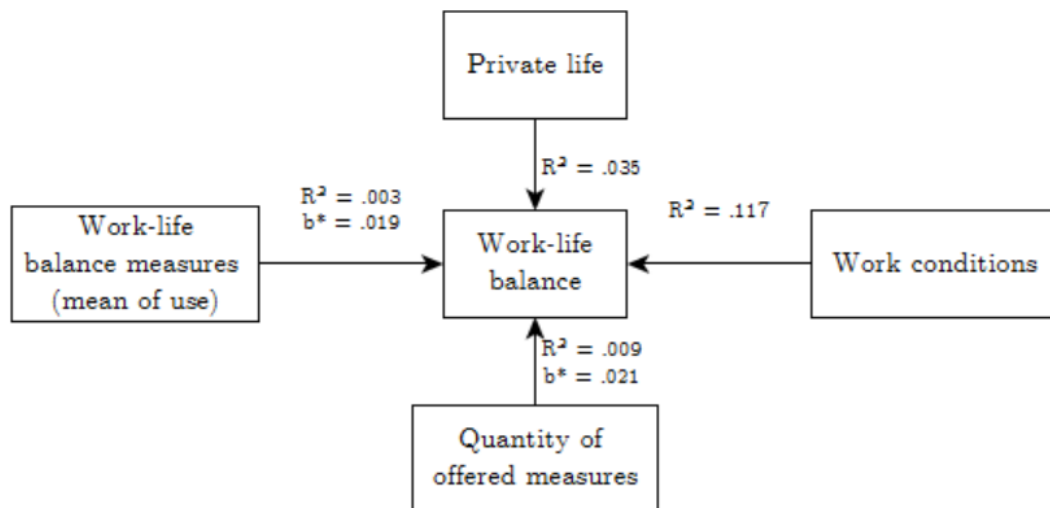


Figure 18: H3 - relative impact of work-life balance measures on work-life balance (older sample), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

Overall, the captured predictors explain 16.4% of the variance of the work-life balance construct ($R^2 = .164$, corrected $R^2 = .029$, $p = .272$), which is a very small explanation share that is not applicable to the whole population.

Thus, H3 has to be rejected for the older sample – work-life balance measures do not have a significant impact on work-life balance in comparison to other variables, and in addition, the other variables do not have a significant impact either, and none of the beta coefficients is significant. The model which can be seen in figure 19 still cannot explain 83.6% of the work-life balance construct for employees older than 43 years.

Secondly, the same analysis is carried out for the people younger than 44.

The mean of use of work-life balance measures alone does not contribute to explaining the work-life balance construct in any way ($R^2 = .000$, corrected $R^2 = -.007$, $p = .937$) with a non-significant b^* of $.006$ ($p = .937$). Although all statistical conditions are respected ($d = 2.147$, $M = -.01$), the work-life balance measures seem to not have an influence on the work-life balance construct for the younger sample, which complies with the results of the older sample and the overall examination.

Subsequently, the quantity of offered measures is added as predictor, causing a rise of R^2 to $.019$ (corrected $R^2 = .005$, $p = .250$), which is really small. Again, the statistical conditions are fulfilled ($d = 2.181$, $M = -.01$), but the same implications for the older people can be drawn: work-life balance measures do not contribute to the explanation of work-life balance, neither in the amount of use nor with rising offered quantity.

Joining the workplace variables, the explanation share stays at a low level of 10.1% ($R^2 = .101$, corrected $R^2 = .037$, $p = .126$). No statistical condition is harmed ($d = 2.117$, $M = -.05$), but the model is still far away from explaining the variance of the work-life balance construct sufficiently.

Lastly, the private life variables are appended. A rise of R^2 to $.214$ can be recorded (corrected $R^2 = .107$, $p = .019$) and the research model becomes significant, so that it is applicable to the whole population.

The T and VIF values are in acceptable ranges, the residuals are normally distributed with a mean of $M = -.07$ and variance homogeneity, as well as the condition that there is no autocorrelation between the residuals, are given ($d = 2.273$). In the younger sample, the amount of children in the household ($b^* = .590$, $p < .01$) and the existence of own children ($b^* = .472$, $p < .01$) have such a big influence on the employees' work-life balance that these variables effect the significance of the whole research model for the younger sample. In addition, fixed office places seem to contribute to a higher work-life

balance ($b^* = -.190$, $p < .05$). The model in figure 19, for the younger sample, is applicable to the whole population.

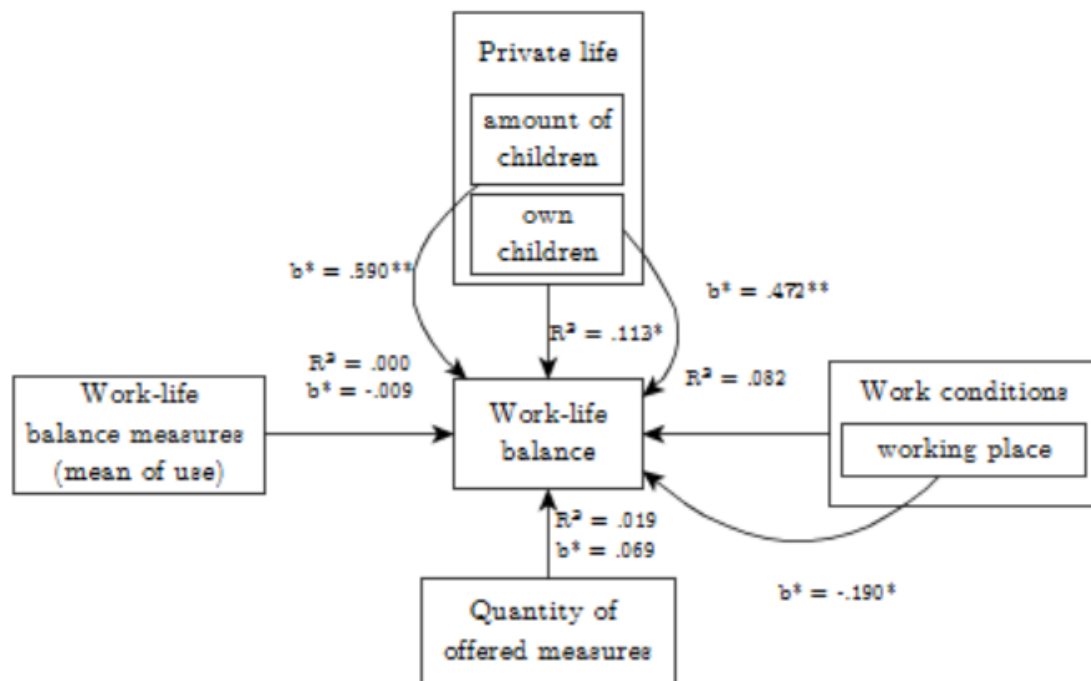


Figure 19: H3 - relative impact of work-life balance measures on work-life balance (younger sample), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

The assumption that the people in the younger sample have younger children with which they spend more time with may explain the high amount of relation of these variables with the work-life balance construct, because the family/contact dimension of Seiwert's life balance model may be fulfilled more than for older people, and therefore contribute to a higher perceived life balance (Seiwert, 2001, 24). However, work-life balance measures do rarely contribute to the explanation degree of this research model and H3 has to be rejected for the younger sample as well.

4.2.3 Impact of work-life balance measures on job satisfaction

4.2.3.1 Overall examination

In the examination of H2 for the whole sample, a non-significant explanation degree for the job satisfaction construct of 24.7% by the work-life balance measures was found.

But how large is the relative impact of work-life balance measures on job satisfaction, in comparison to the quantity of offered measures, the private life variables and the work conditions?

Even if none of these bundles of variables were able to explain the work-life balance construct sufficiently, they may have a significant direct effect on job satisfaction – without including work-life balance as an intermediating construct. Having examined

the relative influence of all captured variables on job satisfaction, a real implication for companies can be stated, as the regression will point out which variables companies should focus on to improve their employees' job satisfaction as much as possible. If work-life balance measures have a relatively high impact on job satisfaction, the results of H1 and the examination of measures counting to hygienic factors in H8 help to set up a hierarchy of which kind of measures are most recommendable to establish in a company.

Like in the previous research model, several multiple regressions are used, having this time job satisfaction as the dependent metric variable.

The work-life balance measures, the quantity of offered measures in the company, the bundle of work variables and the bundle of private life variables are added as predictors of the criterion, in the mentioned sequence as work-life balance measures should, following the hypotheses in this study, have the most influence on job satisfaction, followed by work conditions which also may have a large influence on job satisfaction. The increase of R^2 by adding these factors manually step-by-step shows the increase of declaration per variable, and its significance is tested by an included variance analysis. As before, the dichotomised forms of the nominal variables are used. The linear relationship between the predictors and the criterion can again be taken as the scatter graphs don't show any other forms of relation (like a quadratic, logarithmical or exponential relationship).

The statistical conditions for the regression analysis are again checked in each step to be sure that the result is reliably interpretable. The pairwise exclusion of missing values was chosen to keep the loss of information as small as possible.

Just using the work-life balance measures as independent variables, the linear independence is given with $T > .25$ and $VIF < 5$ for all work-life balance measures. $d = 2.210$ means that there is no autocorrelation between the residuals. The variance homogeneity of the residuals can be accepted as the scatter graph shows a relatively horizontal value belt without expanding range on higher estimated values, and the residuals are distributed normally, having a mean of $M = .15$.

As already investigated in elaborating H1, the work-life balance measures alone explain 24.7% ($R^2 = .247$, corrected $R^2 = .091$) of the variance of job satisfaction, with a significance of $p = .088$ and therefore are not significant enough to be applied to the whole population.

Next, the quantity of offered measures is added as predictor to the regression. All the statistical conditions are fulfilled ($M = -.01$, $d = 2.213$). The share of explanation rises to 29.8% ($R^2 = .298$, *corrected* $R^2 = .142$) and the significance of the research model amounts to $p = .026$, which is a significant result and means that the model is applicable to the whole population. The variable itself as a coefficient is related to job satisfaction with a b^* of $.235$, $p < .05$. Thus, the quantity of offered measures seems to have a much larger importance for employee job satisfaction than the kind of offered measures.

Subsequently, the work conditions (work place and department, variety of the work assignments, whether they bear personnel responsibility and if their work is project or line-based, size of the company, working hours model) are added. The residuals are distributed normally with $M = -.13$, all predictors are linearly independent, variance homogeneity is given and d amounts to 2.531 , which is slightly larger than 2.5, thus there may be an autocorrelation between the residuals and the interpretation of significance tests should be done with care. The work conditions explain 10.7% of job satisfaction ($R^2 = .405$, *corrected* $R^2 = .204$) with a significance of $p = .011$. The research model is thus applicable to the population, and the work variables seem to have quite a large declaration share as well. The interesting thing is, having looked at the coefficients, the work task variety itself has a highly significant relation with job satisfaction ($b^* = .313$, $p < .01$), even if none of the other work-related variables shows a significant correlation with job satisfaction, and may alone make up a large amount of the declaration share by the work conditions.

Lastly, the private life variables (gender, age, relationship status, if they have children and how many children are actually living in their household, whether they need more than 45 minutes to travel to work and if they have to travel a lot for work, if they need to care for adult relatives) are added. The statistical conditions are largely fulfilled, with a d of 2.358 the autocorrelation can be excluded and the scatter graph shows no sign of variance inhomogeneity. The residuals have a mean of $M = -.05$, but the normal distribution is not clear. *VIF* amounts < 5 for all predictors, only the Tolerance had an outlier of $T = .249$ (the already problematic measure "care for adult relatives" which caused strange results in the examination of H1). The results of this regression should thus be interpreted with caution.

The increase of declaration by private life variables is just 2.2% ($R^2 = .427$, *corrected* $R^2 = .141$). None of the added variables has a significant beta coefficient; therefore, not even single variables describing parts of the private life situation have a significant

influence on job satisfaction. Apparently, the personal situation does not have a noteworthy effect on job satisfaction.

Overall, the independent variables explain 42.7% of job satisfaction ($R^2 = .427$, *corrected* $R^2 = .141$), which means that still over half of the variance of job satisfaction continues to be unexplained by the captured predictors. In addition, the whole model loses its significance by adding the private life variables ($p = .084$), but as the residual related conditions are not completely given, the significance test may not deliver the precise result. Statistically though, the model including the private life variables is not applicable to the whole population and therefore, the private situation should be excluded.

The interesting thing is, looking at the coefficients, that the work task variety itself still has a highly significant relation with job satisfaction ($b^* = .339$, $p < .01$). The quantity of offered measures keeps its significant influence in comparison to all other variables ($b^* = .271$, $p < .05$), but the only work-life balance measure having a significant effect on job satisfaction is the use of child bonus allowances ($b^* = -.328$, $p < .05$), which is both surprising and hard to explain. Examining the correlation between the mean of use over all work-life balance measures and job satisfaction, a significant relation can be found ($r = .120$, $p < .05$).

This supports the hypothesis that the use of work-life balance measures has a relatively high impact on job satisfaction, as the explanation share of its variance has a total of 24,7%, the highest of the captured predictors. Nevertheless, the measures alone did not have a significant R^2 and the research model is not reliable without the quantity of offered measures and the working conditions. Therefore, H4 has to be rejected – even if the reason is minimal.

As a first step for companies, it should be stated that the quantity of offered work-life balance measures and the overall using of measures seems to have larger influence on job satisfaction than the kind of the single used measures. Secondly, the variety of work tasks is an issue companies should consider when thinking about measures to improve their employees' job satisfaction. Overall, there is a continuing lack of explanation of job satisfaction by the captured variables, and possible constructs and influence variables missing in this research model have to be discussed.

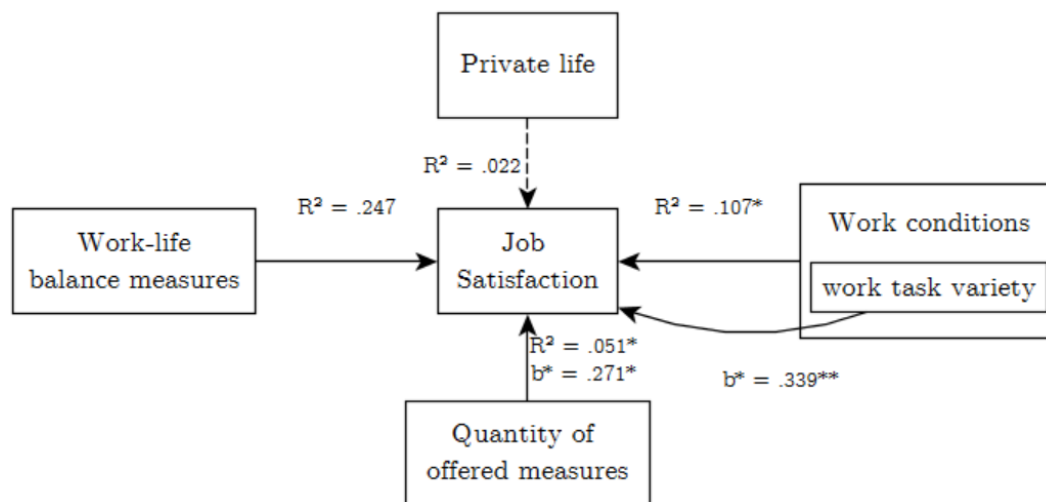


Figure 20: H4 - relative impact of work-life balance measures on job satisfaction (overall), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

As for the work-life balance construct, the mean of use of work-life balance measures will be used as a substitute variable of all the 17 single measures to find out if the result differs because of the great amount of predictors, as a high number of variables causes a high instability of the regression. Again, the linear relationship is checked with the scatter graph and the order of the added variables stays the same in order to compare the two models. The pairwise exclusion of missing values is maintained.

All the intermediate steps of the regression will not be reported in detail, but the statistical conditions were checked for each step of the regression. The whole model is significant with an explanation share of 28.5% ($R^2 = .285$, corrected $R^2 = .239$, $p = .000$). Even if the value is smaller than with all variables, the corrected R^2 is closer, thus the higher explanation share in the other model may be caused just by the high number of variables instead of being a better model.

Regarding the coefficients, the mean of use of work-life balance measures still has a significant impact on work-life balance in comparison to the other variables ($b^* = .166$, $p = .01$), as well as the quantity of offered measures ($b^* = .246$, $p < .01$) and the work task variety ($b^* = .381$, $p < .01$). Also, fixed office places ($b^* = -.237$, $p < .01$) and a high

amount of children ($b^* = .153$, $p < .05$) have a significant positive influence on job satisfaction. H4 can thus be accepted, when the mean of use of work-life balance measures is used as predictor instead of the use of single measures.

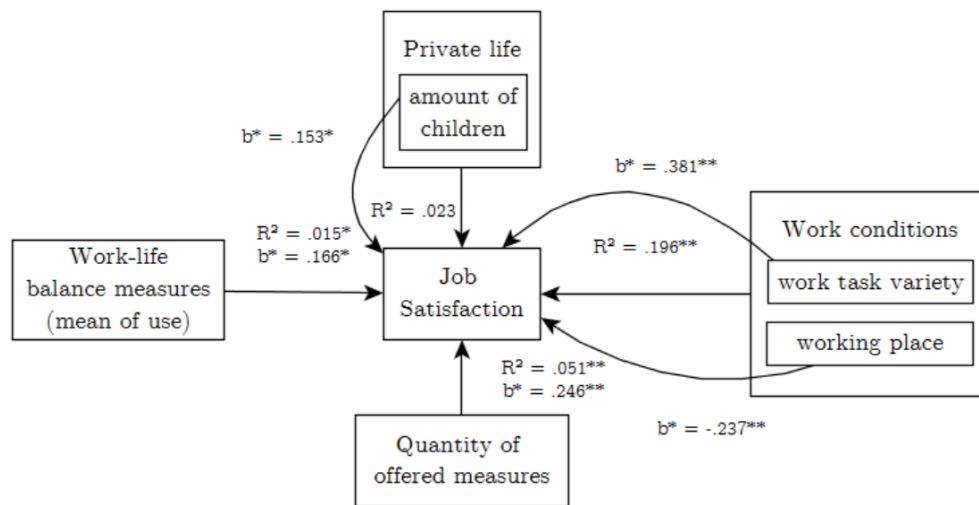


Figure 21: H4 - relative impact of work-life balance measures (mean of use) on job satisfaction (overall), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

4.2.3.2 Examination divided by age

As in the investigation of the influence of work-life balance measures on work-life balance divided by age, the use of all the measure variables for the subsample regression does not work due to the large amount of missing values. As already described in the examination of H2, the statistical conditions are not given for the younger sample, thus the result of the regression would not be reliably interpretable. Instead, the mean of use of all work-life balance measures is used as substitute variable, as like before, the relative impact of work-life balance measures should be built up, rather than a hierarchy of the single measures upon their influence on job satisfaction. The surveyed companies assume a higher importance of work-life balance offers for younger employees, so therefore it would be valuable to know if work-life balance measures have a relatively higher impact on job satisfaction for the younger sample.

The scatter graph shows a linear relationship between the mean of use of work-life balance measures and job satisfaction, thus the regression is useable regarding this criterion.

In regards to the relation procedure, it will be performed like the overall examination, using the pairwise exclusion for missing values and adding the variables in the same order.

For the older sample, the results will be reported first, meeting all the statistical conditions for the mean of use as first predictor (normal distribution of residuals, $M = .000$, variance homogeneity, $d = 1.932$). The mean of use of work-life balance measures explains 2.2% of the variance of job satisfaction ($R^2 .022$, *corrected* $R^2 = .015$, $p = .086$), which is, even if it is only one variable, a very small explanation share. On the other hand, the beta coefficient amounts to $.149$ and is close to being significant ($p = .086$), so work-life balance measures may still become a significant predictor in comparison to other variables.

Adding the quantity of offered measures, the research model becomes significant for the older sample, but still with a low explanation degree ($R^2 = .071$, *corrected* $R^2 = .057$, $p = .008$). Both predictors have a similar, significant beta coefficient ($b^*_{use} = .234$, $b^*_{quantity} = .237$, $p = .01$), and with regard to the statistical conditions, the result is interpretable ($M = .000$, $d = 2.006$).

Subsequently, the work conditions are added. R^2 rises to $.272$ (*corrected* $R^2 = .212$, $p = .000$) and the research model is highly significant. All statistical conditions are fulfilled ($M = .01$, $d = 2.190$), and especially the variety of work tasks and fixed office places contribute to a higher job satisfaction ($b^*_{variety} = .328$, $b^*_{office\ place} = -.248$, $p < .01$).

The addition of private life variables does not cause a significant rise of the explanation share ($R^2 = .291$, *corrected* $R^2 = .177$, $p = .003$). For the whole research model, all statistical conditions are fulfilled ($M = .09$, $d = 2.255$) and the model for the older sample is applicable to the whole population.

Unfortunately, the use of work-life balance measures loses its significant influence in comparison to the other predictors. The quantity of offered measures still has a significant effect on job satisfaction ($b^* = .291$, $p < .01$), as well as the variety of work tasks ($b^* = .359$, $p < .01$) and fixed office places ($b^* = -.232$, $p < .05$).

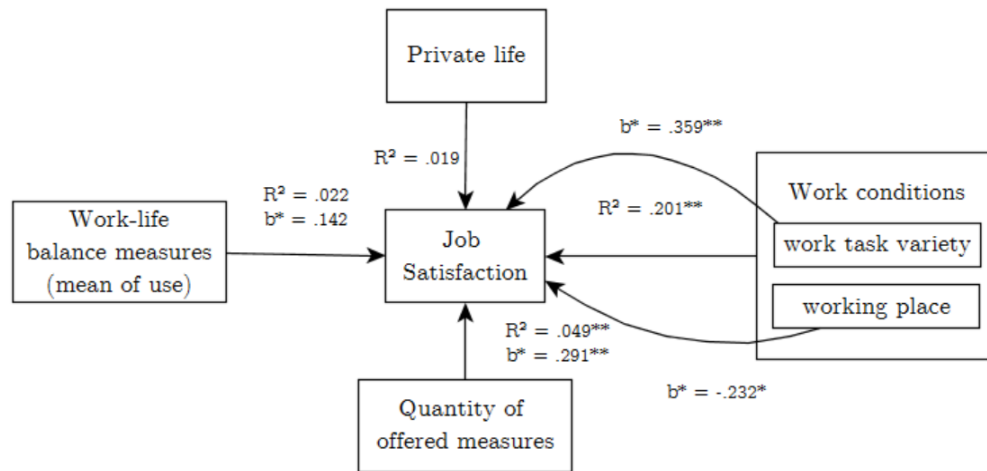


Figure 22: H4 - relative impact of work-life balance measures on job satisfaction (older sample), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

H4 therefore has to be rejected for the people older than 43 years, as work-life balance measures did not have a significant impact on job satisfaction in comparison to the other variables.

For the younger sample, all statistical conditions are met using the mean of use of work-life balance measures as single predictor ($M = -.02$, normal distribution and variance homogeneity of the residuals, $d = 1.631$). The mean of use alone explains just 1.2% of the variance of job satisfaction ($R^2 = .012$, corrected $R^2 = .006$, $p = .172$) with a non-significant beta coefficient of $.112$ ($p = .172$). Next, the quantity of the offered work-life balance measures is added, all statistical conditions continue being fulfilled ($M = -.02$, $d = 1.695$), and the explanation share amounts to 7.2% ($R^2 = .074$, corrected $R^2 = .061$, $p = .003$), allowing the research model to become significant. A further rise of R^2 is caused by the addition of the work conditions, like in the overall investigation and in the older sample ($R^2 = .287$, corrected $R^2 = .237$, $p = .000$). The mean of the residuals is $M = -.04$ and d amounts to 1.661 . Especially the work task variety ($b^* = .397$, $p < .01$) and fixed office places ($b^* = -.236$, $p < .01$) have a significant positive relation with job satisfaction. Lastly, the private life variables are added, reaching an overall explanation share of 37.3% ($R^2 = .373$, corrected $R^2 = .287$, $p = .000$) for the whole research model, which is applicable to the whole population respecting all the statistical conditions needed to interpret the result reliably ($M = -.02$, $d = 1.914$, $T > .25$ and $VIF < 5$ for all predictors). The mean of use of work-life balance measures has a significant beta coefficient of $b^* = .193$, $p < .05$, so work-life balance measures do definitely contribute to a higher job satisfaction for the younger sample in comparison to other variables. H4 can thus be accepted for the younger sample.

In addition, the quantity of offered measures has a highly significant positive relation with job satisfaction ($b^* = .238$, $p < .01$). Regarding the work variables, the work task variety ($b^* = .407$, $p < .01$) and the fixed office places ($b^* = -.247$, $p < .01$) keep their positive influence. Shown already in the examination of the impact of variables on the work-life balance construct, and in the overall examination, a high number of children in household leads to a higher job satisfaction ($b^* = .490$, $p < .01$) and having own children seems to make people satisfied ($b^* = .279$, $p < .05$).

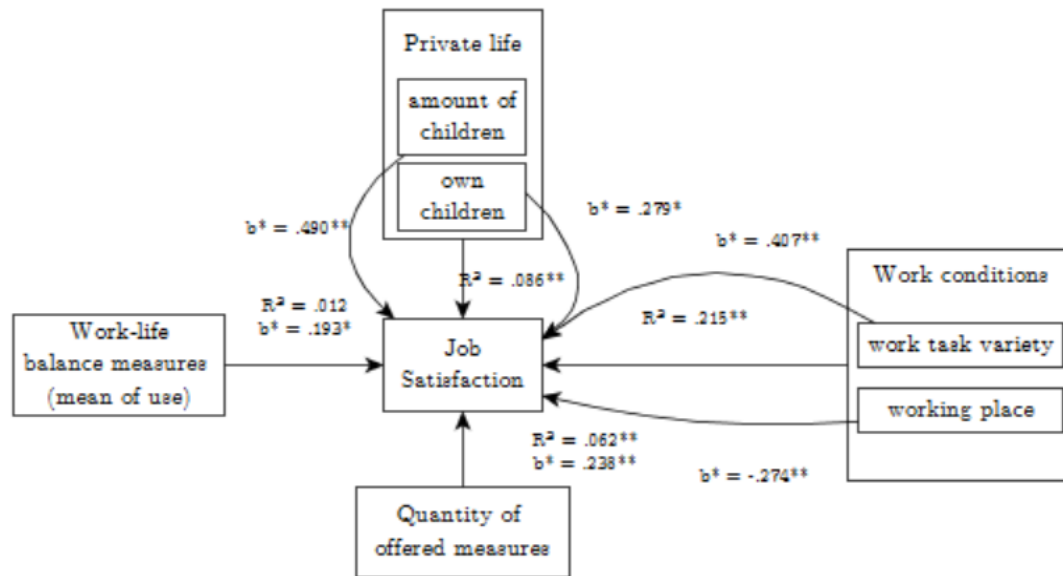


Figure 23: H4 - relative impact of work-life balance measures on job satisfaction (younger sample), * = significant on $p < .05$, ** = significant on $p < .01$ (own figure)

Overall, the examination delivers a support of H4 for the overall sample and for the younger employees especially, when the mean of use of work-life balance measures is used as predictor instead of adding all the 17 measures on their own. This implicates that work-life balance measures do play a role towards the employee job satisfaction, but whether the kind of measures are important is yet to be determined. It seems as if the overall use of the available measures and the quantity of measures offered by the company are more important than which specific measures are offered.

Generally, the positive relation between work-life balance and job satisfaction is supported by the results, and even if the work-life balance measures and the quantity of measures didn't have a significant impact on the work-life balance construct which can thus not be seen as an intermediating variable towards job satisfaction, the direct effects of work-life balance measures with regard to their use and their quantity can be stated as significant.

4.3 Relation between measure effectiveness and its use

In the previous examination, a positive influence of work-life balance measures on job satisfaction could be found. In the investigation of H1, only the overall sample delivered reliable regression results, and building up a hierarchy of the effectiveness of the single work-life balance measures towards job satisfaction was not possible for subsamples divided by age and gender. Therefore, the relation between the measure effectiveness and its use can just be explored using the most effective measures towards job satisfaction of the overall sample.

The most effective measures captured in the first analysis, thus the work-life balance measures which got the most influence on job satisfaction, are support in care tasks, support in childcare, and support in voluntary activities, child bonus allowances and teambuilding events.

As support in care tasks and child bonus allowances had negative beta coefficients explainable by the distribution of the variable categories, they will be excluded from the following analysis.

For companies, it is essential to find out how much their employees use the work-life balance measures having a significant positive influence on job satisfaction and how much they would use them if they were available to support the use of these offers or improve their implementation if the actual use is still relatively low.

How can the use of a single measure be classified as significantly higher than the use of others? As a measure of value, the mean of use of all work-life balance measures is taken. If the mean of use of the variable to be investigated is significantly higher than the mean of use over all work-life balance measures, the measure is used significantly more often than others are.

As the analysis deals with one sample comparing two means of metric variables, the one-sample t-test is the statistical method to choose.

The mean of use of all work-life balance measures amounts to $M = 2.47$, $SD = .755$ and is used as a test value to compare the mean of use of the effective measures with. Table 7 shows the results of the t-test.

One-sample t-test (test value = 2.4707)				
Work-life balance measure	M	SD	t	Significance p
Support in childcare	1.72	1.249	-8.184	.000
Support in voluntary activities	1.90	1.280	-6.050	.000
Teambuilding-events with colleagues	2.74	1.227	3.168	.002

Table 7: results of the one-sample t-test of effective measures (own figure)

As shown, the differences between the mean of use of the single measures and the overall mean of use are significant for all the measures tested. However, surprisingly, only teambuilding events are used significantly more often than other measures, while support in childcare and support in voluntary activities are used less than other measures.

Splitting up the sample by gender and age does not make the results differ much. Men and older employees do not use teambuilding-events significantly more often than other measures, but also use support in childcare and support in voluntary activities less than other measures. The result of the female sample fits the overall result, as well as the result for the younger sample.

Comparing the means of use of the effective measures between the subsamples, just the higher use of support in voluntary activities of men ($M = 2.09$, $SD = 1.398$) in comparison to women ($M = 1.62$, $SD = 1.059$) is significant ($T = 2.532$, $p < .05$), but for both subsamples, the use is definitely less than for the mean of all measures.

Interaction effects between age and gender with regard to the use of the three most effective measures can be found using a variance analysis. Only for the use of support in childcare can a significant interaction effect between age and gender be stated ($F = 4.371$, $p < .05$), as young men are using this support more often than young women, but older women more often than older men, as seen in figure 24.

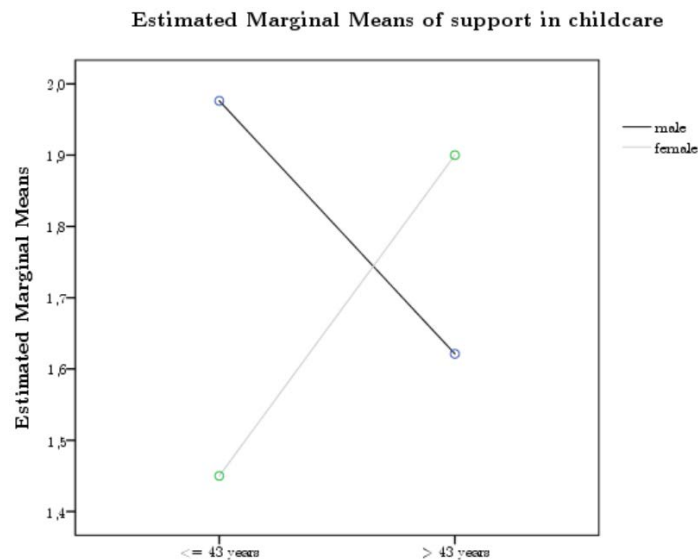


Figure 24: Interaction effect between gender and age for the use of support in childcare (own figure)

This is slightly surprising, but may be a result of gender role changes in younger generations, as fathers participate far more in childcare and use parental leave a lot more than 10 years ago in 2006, where 3,2% were obtaining parental benefit, in comparison to 32% in 2013 (German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, 2014, 51), even if for society in general, the share of men going in parental leave is still much lower than the amount of women (German Federal Statistical Office, 2016).

H5 a) can therefore only be accepted for teambuilding-events with colleagues, especially for women and younger employees, as its mean of use is significantly higher than the one of all measures. For support in childcare and support in voluntary activities, H5 a) has to be rejected, because even if the mean difference is significant, the mean of use of these measures is not significantly higher but instead lower than the one of all measures. Secondly, the mean of potential use of these three work-life balance measures will be compared with the mean of actual use. If this mean is significantly higher, the conclusion that the people who so far cannot use the measures (as they may be not provided) do really have a large interest in these measures, as they lead to a significant rise of the mean in comparison to the actual use by the people who are able to utilize them already, can be drawn. Or, another possible declaration would be that employees want to use these measures, but actually do not use them because of missing knowledge about the offer or a lack in implementation quality from the company's side.

Methodically, the examination is carried out in the same way as the analysis of H5, using a one-sample t-test with the respective means of actual use of the measures as test values. The result of the t-tests can be seen in table 8.

One-sample t-test (test value = mean of actual use)					
Work-life balance measure	test value	M	SD	t	Significance p
Support in childcare	1.72	2.49	1.554	8.318	.000
Support in voluntary activities	1.90	2.56	1.301	8.460	.000
Teambuilding-events with colleagues	2.74	3.47	1.192	10.310	.000

Table 8: results of the one-sample t-test potential use - actual use (own figure)

As shown, H5 b) applies to all the investigated measures, as the potential use is significantly higher than the actual use.

Splitting of the sample upon gender and age shows no differences in comparison to the overall result, so the validity of H5 b) is not harmed for any of the subsamples. Comparing the potential uses between the subsamples, gender does not seem to make a difference.

Instead, there are some mean differences between younger and older people. Young people would like to use support in childcare ($M = 2.91$, $SD = 1.600$) and participate in teambuilding events ($M = 3.62$, $SD = 1.157$) a lot more than older people ($M = 2.01$, $SD = 1.356$ for support in childcare and $M = 3.30$, $SD = 1.218$ for teambuilding-events), and this difference is significant ($T = 5.086$, $p < .01$ for support in childcare and $T = 2.253$, $p < .05$ for teambuilding-events).

Interaction effects between age and gender are not found for the potential use of these work-life balance measures.

As a conclusion for companies, there is still big potential in investing in these measures (support in childcare, support in voluntary activities and teambuilding-events) to improve their employees' job satisfaction. Nevertheless, the interpretation of variables of potential actions and uses should be treated carefully, as people tend to value potential offers that they were unable to use until now higher than they would after their implementation (Harrison & Rutström, 2008, 752).

4.4 Differences between employees' expectations of work-life balance offers and their availability

In the previous paragraphs, a general positive relation between work-life balance measures and a higher job satisfaction could be stated. The mean of use of work-life

balance measures, as well as the quantity of offered measures have a significant positive relation with job satisfaction, even in comparison with other variables, from which the variety of work tasks and the working place are, besides the two concerning work-life balance offers, the most important variables for companies to focus on in order to improve their employees' satisfaction.

Unfortunately, the building of a hierarchy of most effective work-life balance measures, thus ones who have a greater impact on job satisfaction than others, was difficult. The regression is a very unstable statistical method with the amount of 17 variables containing many missing values, and all people who could not use a measure, as it was not provided, were excluded as missing values. Therefore, a split of the sample into subsamples was not possible, and the overall examination delivered five reasonably significant measures, from which two had a very unequal distribution within their categories and therefore had a negative relation with job satisfaction.

Even if the people who could not use these measures were included in the last investigation about the relation of effectiveness and use, their wishes and expectations towards the work-life balance offers of their company was still not taken into account. Thus, the work-life balance measures will now be analysed according to their potential use and their importance, to which the data of all surveyed employees can be included and compared to the amount of availability to find out whether there are differences between the employees' expectations and the actual implementation in the participating companies. In addition, a hierarchy of work-life balance measures from the employees' point of view can be built up.

To categorise a work-life balance measure as one of the potentially most used or one of the most important measures, the mean of potential use and importance has to be higher than the 3rd quartile (so 75%) of the mean of the overall potential use and importance of all work-life balance measures.

The mean of potential use of all work-life balance measures amounts to $M = 3.087$, $SD = .676$ and the 4th quartile is reached at a value of 3.529 .

The mean of importance of all work-life balance measures amounts to $M = 3.466$, $SD = .585$ and the 4th quartile is reached at a value of 3.824 .

Both analyses deliver the same three measures as seen in table 9, which shows the most important measures in the view of all employees as well as the most potentially used

ones⁹. In addition, the percentages of people who cannot use these measures, as their company does not provide them, are indicated.

Most important and most potentially used measures			
Work-life balance measure	M (Importance)	M (Potential use)	Percentage of people unable to use ("not available")
Flexible working hours (flextime etc.)	4.68	4.41	3.5%
Freetime- and overtime accounts	4.52	4.23	14.7%
Flexible work locations (home office etc.)	4.07	3.55	17.8%

Table 9: The most important and most potentially used work-life balance measures (own figure)

Apparently, the majority of the surveyed companies have already noticed and fulfilled their employees' wishes, as the percentage of people not being able to use these measures amounts to less than 20%. Flexible working hours seem to be standard in companies nowadays, while free time and overtime accounts and flexible work locations are not yet offered by every company.

H6 a) and b) have to be rejected, as the work-life balance measures which have a relatively high mean of importance and potential use are widely available.

Having separated the sample by gender, men and women do not seem to differ in their expectation from the overall sample, so gender does not seem to have an influence on the perceived importance and the potential use of these three work-life balance measures. In addition, the age does not influence this result. For the younger sample as well as the older sample, these three measures are the most important and the most potentially used ones. Looking at the actual use, these three measures are, besides the use of company celebrations with families ($M = 2.91$, $SD = 1.318$), also the most actually used work-life balance measures ($M_{\text{flexible working hours}} = 4.41$, $SD = 1.040$, $M_{\text{flexible work locations}} = 2.80$, $SD = 1.891$, $M_{\text{free time and overtime accounts}} = 3.86$, $SD = 1.514$).

Nevertheless, there are naturally differences between the subsamples with regard to the potential use and importance of work-life balance measures, even if the most important ones do not differ.

Women generally value several measures to be more important than men, which are company celebrations with families ($T = -2.387$, $p < .05$), company sport activities ($T = -2.083$, $p < .05$), information events about the company's work-life balance offers ($T = -2.601$, $p = .01$), job sharing ($T = -3.250$, $p < .01$), support of work-life balance with different ways of development and promotion ($T = -3.357$, $p < .01$), support in care

⁹ The tables with all measures and the mean of their importance and potential use can be found in the appendix.

tasks ($T = -2.987, p < .01$), support in childcare ($T = -2.117, p < .05$) and a contact person for advice to manage work and private life ($T = 2.153, p < .05$). The potential use differs with regard to support of work-life balance with different ways of development and promotion ($T = -2.203, p < .05$), job sharing ($T = -2.556, p < .05$) and information events about the company's work-life balance offers ($T = -2.193, p < .05$). Overall, women seem to expect more support from their company than men do, and they seem to find communication from the company's side and involvement of their private life (e.g. support of their family and ease of returning to the job, for example with job sharing or different ways of promotion) more important than men.

The differences between the age groups show clearly that younger people value half of the measures as significantly higher than older people do. They experience teambuilding-events ($T = 2.150, p < .05$), company sport activities ($T = 2.659, p < .01$), child bonus allowances ($T = 4.544, p < .01$), support of work-life balance with different ways of development and promotion ($T = 2.979, p < .01$), provision of "study time" within the working time ($T = 2.022, p < .05$), support in childcare ($T = 3.770, p < .01$) and flexible workplaces ($T = 2.561, p < .05$) as rather more important than the older sample. Also, they would use teambuilding events ($T = 2.253, p < .05$), company sport activities ($T = 4.362, p < .01$), information events about the company's work-life balance offers ($T = 2.155, p < .05$), child bonus allowances ($T = 2.497, p < .05$), support of work-life balance with different ways of development and promotion ($T = 2.552, p < .05$), support in childcare ($T = 5.086, p < .01$), flexible office spaces ($T = 3.462, p < .01$) and reflection and team meetings about work-life balance ($T = 1.977, p < .05$) more than older employees.

Like women in comparison to men, younger people seem to expect more support with regard to work-life balance from their company than older people, especially wanting more communication, more activities with colleagues, support of their private life and families with home office, child bonus allowances, support in childcare and time to study within the working time.

Beyond the statistical analysis of potential use and importance of the listed measures in the questionnaire, the participants were asked about more work-life balance measures which they would suggest to implement and about aspects which prevent a successful implementation of work-life balance offers in their company. As the answers to the suggestion of measures are widely spread and no tendencies are clearly evident, the

results can be read in the appendix¹⁰. Although one of the most interesting proposals has to be mentioned, which is the allowance of animals in the office, the effects of which would be very interesting to examine. Aspects averting a successful implementation were often the missing support by the (potentially older) management, lack of communication in the company, generally a rigid and outdated corporate culture, time and financial costs as well as time and performance pressure. In addition, some participants mentioned that work-life balance measures are less feasible for smaller branches and companies.

Back to the statistical analysis, the three most important and most potentially used measures differ from the measures stated as effective with regard to job satisfaction in the evaluation of H2.

Therefore, it may be that these measures are not “motivator” factors leading to a high job satisfaction, but rather “hygienic” factors leading to job dissatisfaction when they are not available, based on the theory of Herzberg (Herzberg, 1987, 9). If that were right, the absence of these measures would cause job dissatisfaction. Even though job dissatisfaction should be seen as independent construct and not as opposite from job satisfaction (Herzberg, 1987, 9), it was not captured in this study and so the mean of job satisfaction of people who are not able to use the most important measures will be compared to employees of companies in which these measures are available expecting a lower job satisfaction when there is a lack of such measures.

To examine this question, three t-tests for the three measures will be used, using the availability of the measure dichotomised as 0 and 1 as category value. All participants which said that the measure is not available and thus were given the value 0 were coded as 0, and the others (having values from 1 to 5) were coded as 1. Table 10 shows the results.

As shown, H7 a) and b) only apply to flexible work locations. If they are missing, employees have a significantly lower job satisfaction. For flexible working hours and free time and overtime accounts, H7 a) and b) have to be rejected.

¹⁰ Full table of suggestions and averting aspects invoked by the employees can be found in the appendix.

t-test of the most important measures with regard to job satisfaction					
Work-life balance measure		M	SD	T	p
Flexible working hours (flexitime etc.)	<i>available</i>	5.088	.960	-.347	.729
	<i>not available</i>	4.980	1.017		
Freetime- and overtime accounts	<i>available</i>	5.086	.967	-.207	.836
	<i>not available</i>	5.052	.906		
Flexible work locations (home office etc.)	<i>available</i>	5.149	.901	-.2.173	.033
	<i>not available</i>	4.776	1.151		

Table 10: *t*-test of the most important measures with regard to job satisfaction, grouped by availability (own figure)

Although, the analysis has two main problems to be discussed later. First, it is not examined fitting the theory of Herzberg that job satisfaction and job dissatisfaction are two different constructs (Herzberg, 1987, 9) and second, the sample of people experiencing a lack of availability is very small, as these measures are already offered in a wide range of the surveyed companies. In addition, it cannot be examined how the job satisfaction of the employees actually using these measures would change if they were no longer able to use them – this “hypothetical” missing offer cannot be implied in the examination, but would likely show that job satisfaction decreases when these measures are no longer offered by the company, and therefore may after all fall under the category of hygienic factors, even if this study could not detect it.

All in all, it can be said that flexible working hours, free time and overtime accounts and flexible work locations are by far the most important measures for employees, and they are the ones which they would most likely or do actually use the most. The participating companies seem to recognize that, as these measures are widely offered and only a small amount of people does not have the possibility to use them. Although, a lack of these measures does not seem to have a negative influence on job satisfaction, except for flexible work locations which causes a lower job satisfaction when it is not available.

5 Discussion and study limitations

The conducted study provided many considerations for companies in regards to the design of their work-life balance policies. The positive relation between the work-life balance construct and job satisfaction was found in this investigation, supporting the research of the previous years (Mohe et al., 2010, 112, Haar et al., 2014, 20, Mas-Machuca et al., 2016, 9).

H1 – *there is a significant positive correlation between work-life balance and job satisfaction* - could therefore be confirmed.

There were indeed some work-life balance measures which had a significantly higher impact on job satisfaction than others, so H2 – *some measures have a significantly higher impact on job satisfaction than others* - could be confirmed as well.

The stand out measures were support in childcare, support in voluntary activities, teambuilding-events, support in care tasks and child bonus allowances.

Nevertheless, the results of the regression were problematic, especially in regards to the beta coefficients. Support in care tasks and child bonus allowances had significant negative beta coefficients, thus a statistical negative relationship with job satisfaction. The causality of these findings has to be questioned, as the availability of these measures would, according to general understanding, not lead to a lower job satisfaction – people who are not interested in these measures would just not use them instead of becoming unsatisfied. Because of this, the distribution of the variable categories can be argued.

In the case of child bonus allowances, the amount of people using this measure is very small (14,8%), and the scaling from “never” to “often” is not really applicable to this measure as it is either used or not used. Therefore, the negative relationship could be a result of coincidence.

For support in care tasks, the distribution shows a higher job satisfaction for people who use the measure “never” or “very often” and a lower satisfaction for those set in the middle categories, so that a negative relation is not given with regard to the descriptive statistics.

Overall, the multiple regression in this study is a very unstable statistical method because the variables (use of work-life balance measures) have a lot of missing values. Generally, 17 variables are a lot for such a varied sample, as the measures have an amount of missing values between 10 and 155. Just the exclusion of one variable causes a change to all the beta coefficients, so the reliability of the result has to be doubted. In

addition, a split regression for subsamples divided by age and gender was not possible as the statistical conditions for the regression were not given and therefore beta coefficients with values higher than 1 resulted. This may be caused by the missing values as well, as in the pairwise exclusion method of the split sample, the amount of data with which the regression calculated was even lower than for the overall sample and induces even more instability.

Work-life balance measures did not have a significant impact on the work-life balance construct, neither when using the single measures nor using the mean of use of all measures in the regression. In addition, none of the other variables (quantity of offered measures, working conditions, private life) had a significant influence on work-life balance, and the declaration degree of the model amounts to only 14.9%, not being significant enough to apply it to the whole population.

H3 – *work-life balance measures have a significant impact on the work-life balance construct in comparison to other work and private life variables* – had therefore to be rejected.

There are possibly dimensions which explain the work-life balance construct in a bigger share, like the sense/culture or body/health dimensions in the life-balance model of Seiwert (Seiwert, 2001, 24), but were not captured in this study, and therefore could not be added to the regression.

The relative impact of work-life balance measures on the construct for subsamples divided by age was examined using the mean of use of all measures in the regression, delivering a significant model for the younger sample, in which private life (amount of children in household, own children) and work variables (fixed office place) had a significant positive relation with work-life balance. Although, the declaration share was still only 21.4% and the same conclusions as for the whole sample can be drawn – there are still dimensions or constructs which explain the majority of the work-life balance construct, but are missing in this study.

The result of the investigation of H4 – *work-life balance measures have a significant impact on job satisfaction in comparison to other work and private life variables* – differs depending on how the work-life balance measures are added in the regression analysis. Using all the single measures, the model is not applicable to the whole population, and even if the measures have a relatively high explanation share (24.7% of 42.7% by all variables), the influence was not significant. Instead, the quantity of offered

measures, as well as the work task variety, showed a significant positive relation with job satisfaction.

The high explanation share could be explained by the high amount of variables, because the corrected R^2 amounted to just .091, and so the 24.7% may not be a result of a really high explanation of the variance of job satisfaction by the work-life balance measures.

Using the mean of use of all work-life balance measures instead, the model became significant with an explanation share of 28.5%. In this model, work-life balance measures had a significant impact on job satisfaction, thus H4 could be accepted. Nevertheless, the influence of the quantity of offered measures, work task variety and fixed office places was, with regard to the beta value, higher.

Overall, the explanation share of both models continues to be very low, with over half of the variance of job satisfaction still unexplained by the captured variables. Maybe other work-related conditions, like the working atmosphere and the conversational tone of the employees among themselves and with their superiors, which were not captured in this study, have an even higher influence on job satisfaction than the variables in the research model of this investigation.

In the examination divided by age, the work-life balance measures only maintained their significant influence in the younger sample.

The conclusion that work-life balance measures have a relatively higher importance for the job satisfaction of younger people can be drawn and fits the assumption of the surveyed companies which described a change between the generations, stating that younger people do focus a lot more on the company's offers than older people do.

For both samples though, the quantity of offered measures continued to be more important than the kind of measures, and work task variety, as well as fixed office places, had an even higher influence. In the younger sample, the amount of children in the household and the existence of own children led to a higher job satisfaction as well, which may be explained by the age of their children. Having younger children, they may spend more time with them and thus the family/contact dimension in Seiwert's model (Seiwert, 2001, 24) as well as the generally described life dimension of work-life balance is activated (Wiese, 2015, 228, Moser et al., 2007, 4).

The most effective measures (support in childcare, support in voluntary activities and teambuilding-events) offer a great potential for companies, as their potential use is significantly higher than their actual use, even when the sample is divided by gender and age.

Thus, H5 b) – *the mean of potential use of the most effective work-life balance measures is significantly higher than the mean of actual use* – can be accepted.

Nevertheless, this result should be treated carefully as questions about potential actions and offers tend to deliver higher values than questions about the actual reality (Harrison & Rutström, 2008, 752) – it is ever more desirable when it is not yet offered.

The thing which is surprising is that the actual use of these measures is lower than the average use of all measures, except for teambuilding events in the female and the younger sample.

H5 a) – *the mean of use of the most effective work-life balance measures is significantly higher than the one of all measures* – had to be rejected and this can be explained due to support in voluntary activities and support in childcare being measures that only some employees are interested in. Although for those affected, the support seems to increase job satisfaction.

Comparing the employees' expectations of work-life balance offers (thus the potential use and importance) with the availability, H6 – *there are work-life balance measures which have a relatively high mean of importance and potential use, but a lack of availability* – had to be rejected.

The most important measures, as well as the most potentially used ones, are flexible working hours, free time and overtime accounts and flexible work locations (home office etc.). Seeming to be quite standard for work-life balance offers today, the amount of people not being able to use them is very low.

Generally, women and younger people expect more support of their company concerning their work-life balance and they value a larger quantity of measures to be more important than men or the older generation. The gap described by the surveyed companies is once again supported by these findings.

As the most important measures were not stated as effective in the investigation of H2, it was assumed that they might be hygienic factors, not causing a rise in job satisfaction when they are available, but producing job dissatisfaction when not provided.

With regard to the people who cannot use these most important measures, their job satisfaction is not influenced by a lack of these measures.

H7 – *the mean of job satisfaction of the employees who can use the most important and most potentially used measures is significantly higher than the mean of those who are not able to use them* – had to be rejected for flexible working hours and free time and overtime accounts and only applied to flexible work locations.

As only 10 of the surveyed employees are not able to use flexible working hours, the result of that investigation could be random. Nevertheless, flexible working hours and free time and overtime accounts cannot be classified as hygienic factors due to the results of this examination.

A problem of this question is that a “hypothetical missing offer” – thus the changing of employees’ job satisfaction if these offers were taken away and no longer provided by their companies – cannot be captured. Maybe the job satisfaction would decrease significantly and the measures could be seen as hygienic factors.

Secondly, as described in the thematic basics section, Herzberg emphasizes that job satisfaction and job dissatisfaction are different constructs and not each other’s opposites (Herzberg, 1987, 9), thus these measures may not cause a decline in job satisfaction when they are not available because it is a very different construct which is influenced. To be sure about this, the job dissatisfaction would have needed to have been captured in addition.

6 Conclusion and perspectives for further research

- Support in childcare, support in voluntary activities and teambuilding events have a significantly higher impact on job satisfaction than other work-life balance measures
- The potential use of these three measures is significantly higher than the actual use, thus there is yet a big potential for companies to improve their employees' satisfaction by implementing these measures
- The general use and the quantity of offered measures are more important with regard to job satisfaction than the kind of measure
- Flexible work hours, flexible work locations and free time and overtime accounts are the most important measures from the employees' point of view
- There is a generation gap with regard to the importance of work-life balance measures towards job satisfaction

The central research goal of this investigation was to find out if there are work-life balance measures which have a greater impact on job satisfaction than others, and how large the influence of work-life balance measures is in general in comparison to other work and private life variables. The examination was led by four research questions which dealt with the influence of single work-life balance measures on job satisfaction, the overall importance of work-life balance measures, the actual and potential use of the effective measures and the expectations from the employees' point of view.

There are work-life balance measures which have a significantly higher impact on job satisfaction than others, and those are support in childcare, support in voluntary activities and teambuilding events.

At present, only teambuilding events are frequently used, especially by women and younger people. For the two other measures, there is still a big potential for companies to support their use and therefore improve their employee satisfaction, as the potential use of these measures is significantly higher than the actual use.

From the employees' point of view, flexible working hours and work locations (home office etc.) as well as free time and overtime accounts are the most important work-life balance measures. These offers generally seem to be included in the standard of work-life balance policies nowadays, as they are largely available in the surveyed companies.

It can be assumed that they may fall under the category of hygienic factors only causing job dissatisfaction when they are not available, as they do not have a significant impact on job satisfaction. Nevertheless, a missing of flexible working hours and free time and overtime accounts does not cause a lower job satisfaction in this study.

Generally, women and younger people expect more support from their company in regards to their balance of work and private life, and they value a bigger share of measures more than men or older employees.

In view of the relative impact of work-life balance measures on job satisfaction, it can be stated that they have a significant influence in comparison to other variables. However, the quantity of offered measures and the general use of the available measures seem to have a higher influence than the specific kind of offered measure. In addition, a higher work task variety and fixed office places result in higher job satisfaction and have a larger influence than the use of work-life balance measures, thus companies should focus on an improvement of these factors as well in order to better their employees' job satisfaction.

The generation gap assumed by the surveyed companies can be confirmed by the study results, as the impact of work-life balance measures on job satisfaction is significantly higher for younger people.

In the research models, a large part of job satisfaction is still unable to be explained by the captured variables in this study, and therefore it can suggest it is necessary to collect more variables in further examinations, like the working atmosphere or the conversational tone in the company, to be able to express a more accurate recommendation for companies if it is worth investing in work-life balance measures in comparison to the use of resources for the improvement of other work task and workplace conditions.

The work-life balance construct, which has a positive relation with job satisfaction fitting the findings of previous studies, cannot be explained by the work-life balance measures or the other work and life variables. In further research, the composition and structure of this construct should be examined in detail, and the importance of work-life balance measures with regard to this construct should be determined more precisely.

Generally, a more extensive research design with a much bigger sample of employees would be recommended to investigate the effectiveness of single work-life balance measures on job satisfaction more exactly, as a large amount of missing values caused an instability of the regression analysis. In addition, the list of measures could be expanded

by the measures suggested by the surveyed employees to grade even more work-life balance offers and maybe develop new ones which may have a large impact on job satisfaction.

Lastly, the work-life balance measures should be classified in hygienic and motivator factors in further studies, and therefore both job satisfaction and job dissatisfaction should be gathered as independent constructs. Thereby, the measures could be rated as essential (to avoid dissatisfaction), neutral (with regard to job satisfaction) or inspiring (and causing a rise in satisfaction when implemented), which would result in better available advice for companies with regard to the design of their work-life balance policy.

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Appendix

Full Questionnaire

Introduction

Umfrage zu Work-Life-Balance

Liebe Teilnehmerin, lieber Teilnehmer,

Vielen Dank dass Sie sich die Zeit nehmen, an dieser Umfrage teilzunehmen.

Die Umfrage wird im Rahmen einer Bachelorarbeit an der Universität Koblenz zum Thema "Effektivität von Work-Life-Balance Maßnahmen" durchgeführt und nimmt etwa 10 Minuten Zeit in Anspruch.
Ziel ist es, die Nutzung verschiedener Work-Life-Balance Maßnahmen und die Arbeitszufriedenheit der Teilnehmer zu untersuchen und eine Empfehlung auszusprechen, wie demnach heutzutage Work-Life-Balance Politik in Unternehmen gestaltet werden sollte.

Alle Angaben werden **anonym** erfasst und sind nicht auf Sie zurückführbar.

Sollten Sie Fragen haben, so können Sie mich jederzeit per E-Mail kontaktieren.

Mit freundlichen Grüßen,
Jeanine Krath

Kontakt: jkrath@uni-koblenz.de

„Trierer Kurzskala zur Messung der Work-Life Balance“ (Syrek et al., 2011, 140)

Wie sehr stimmen Sie den folgenden Aussagen zu?

Geben Sie bitte den Grad Ihrer persönlichen Zustimmung an.

	stimme gar nicht zu				stimme völlig zu	
Ich bin zufrieden mit meiner Balance zwischen Arbeit und Privatleben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es fällt mir nicht schwer, Berufs- und Privatleben miteinander zu vereinbaren.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann die Anforderungen aus meinem Privatleben und die Anforderungen aus meinem Berufsleben gleichermaßen gut erfüllen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es gelingt mir, einen guten Ausgleich zwischen belastenden und erholsamen Tätigkeiten in meinem Leben zu erreichen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin damit zufrieden, wie meine Prioritäten in Bezug auf den Beruf und das Privatleben verteilt sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-developed questionnaire part one: use of work-life balance offers

Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in Anspruch?

Bitte geben Sie hier die reale Nutzung der genannten Work-Life-Balance Maßnahmen an. Die Häufigkeit sollte relativ zum Angebot der jeweiligen Maßnahme angegeben werden (Beispielsweise ist "sehr häufig" bei Teambuilding-Events oder Gesprächen zutreffend, wenn Sie jede Gelegenheit zur Teilnahme wahrnehmen, während "sehr häufig" bei Arbeitszeit- oder Arbeitsortmodellen einer täglichen Nutzung dieses Angebotes entspricht).

	nie					sehr häufig	Maßnahme wird nicht angeboten
Eine Anlaufstelle/verantwortliche Person, die für die Frage der Vereinbarkeit von Arbeit und Privatleben beratend zur Verfügung steht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflexions- und Teamgespräche, die die Vereinbarkeit von Arbeit und Privatleben behandeln	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf Kinderbetreuung	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf Pflegeaufgaben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf ehrenamtliche Tätigkeiten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bereitstellung von "Lernzeit" innerhalb der Arbeitszeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förderung der Vereinbarkeit von Arbeit und Privatleben durch eine Vielzahl an Entwicklungs- und Aufstiegswegen (z.B. betriebsinterne Rotationen, Stellenwechsel, Wiedereinstiegsprogramme etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobsharing, also die Aufteilung eines Arbeitsplatzes unter mehreren Arbeitnehmern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kinderbonusgeld	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informationsveranstaltungen zu den Work-Life-Balance Angeboten des Unternehmens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Angebote für Betriebssport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teambuilding-Events mit Kollegen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freizeit-/Überstundenkonto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Möglichkeit eines Sabbatjahres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmenfeste mit der Familie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-developed questionnaire part two: hypothetical use of work-life balance offers

Wie häufig würden Sie die folgenden Work-Life-Balance Maßnahmen in Anspruch nehmen, wenn das Angebot vorhanden wäre?

Bitte geben Sie hier die hypothetische Nutzung der genannten Work-Life-Balance Maßnahmen an. Die Häufigkeit sollte relativ zum Angebot der jeweiligen Maßnahme angegeben werden (Beispielsweise ist "sehr häufig" bei Teambuilding-Events oder Gesprächen zutreffend, wenn Sie jede Gelegenheit zur Teilnahme wahrnehmen würden, während "sehr häufig" bei Arbeitszeit- oder Arbeitsortmodellen einer täglichen Nutzung dieses Angebotes entspräche).

	nie				sehr häufig
Eine Anlaufstelle/verantwortliche Person, die für die Frage der Vereinbarkeit von Arbeit und Privatleben beratend zur Verfügung steht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflexions- und Teamgespräche, die die Vereinbarkeit von Arbeit und Privatleben behandeln	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf Kinderbetreuung	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf Pflegeaufgaben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf ehrenamtliche Tätigkeiten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bereitstellung von "Lernzeit" innerhalb der Arbeitszeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förderung der Vereinbarkeit von Arbeit und Privatleben durch eine Vielzahl an Entwicklungs- und Aufstiegswegen (z.B. betriebsinterne Rotationen, Stellenwechsel, Wiedereinstiegsprogramme etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobsharing, also die Aufteilung eines Arbeitsplatzes unter mehreren Arbeitnehmern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kinderbonusgeld	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informationsveranstaltungen zu den Work-Life-Balance Angeboten des Unternehmens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Angebote für Betriebssport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teambuilding-Events mit Kollegen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freizeit-/Überstundenkonto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Möglichkeit eines Sabbatjahres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmenfeste mit der Familie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-developed questionnaire part three: importance of work-life balance offers

Wie wichtig sind Ihnen die folgenden Work-Life-Balance Angebote im Allgemeinen?

Bitte geben Sie hier an, wie wichtig Sie die Angebote finden, unabhängig von Ihrer eigenen Nutzung und dem Angebot Ihres Unternehmens.

	sehr unwichtig	unwichtig	optional	wichtig	sehr wichtig
Eine Anlaufstelle/verantwortliche Person, die für die Frage der Vereinbarkeit von Arbeit und Privatleben beratend zur Verfügung steht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflexions- und Teamgespräche, die die Vereinbarkeit von Arbeit und Privatleben behandeln	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf Kinderbetreuung	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf Pflegeaufgaben	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unterstützung des Unternehmens im Hinblick auf ehrenamtliche Tätigkeiten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bereitstellung von "Lernzeit" innerhalb der Arbeitszeit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Förderung der Vereinbarkeit von Arbeit und Privatleben durch eine Vielzahl an Entwicklungs- und Aufstiegswegen (z.B. betriebsinterne Rotationen, Stellenwechsel, Wiedereinstiegsprogramme etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jobsharing, also die Aufteilung eines Arbeitsplatzes unter mehreren Arbeitnehmern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kinderbonusgeld	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informationsveranstaltungen zu den Work-Life-Balance Angeboten des Unternehmens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Angebote für Betriebssport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teambuilding-Events mit Kollegen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freizeit-/Überstundenkonto	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Möglichkeit eines Sabbatjahres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmenfeste mit der Familie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Free questions about averting aspects for a successful implementation of work-life balance offers and suggestions about other work-life balance measures

Was steht der Umsetzung von Work-Life-Balance Maßnahmen in Ihrem Unternehmen entgegen?

Welche Anregungen haben Sie für weitere Work-Life-Balance Maßnahmen?

“Andrews and Whitey Job Satisfaction Questionnaire” (Rentsch & Steel, 1992, 359, after Andrews & Withey, 1976)

Es folgen nun einige Fragen zu Ihrer Arbeit.

	furchtbar					grandios	
Wie fühlen Sie sich in Ihrem Job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wie gut fühlen Sie sich mit Ihren Kollegen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wie gut fühlen Sie sich mit der Arbeit, die Sie erledigen (den Arbeitsaufgaben selbst)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wie erleben Sie Ihre Arbeitsbedingungen (Arbeitsplatz, Arbeitszeiten, Arbeitslast)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wie erleben Sie die Bereitstellung von Dingen, die für Ihre Arbeit nötig sind (Arbeitsmittel, Informationen, gute Betreuung)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Questions about the work situation

Welche Beschreibung trifft Ihren Arbeitsplatz am besten?

Sollte Ihr Arbeitsplatz nicht aufgeführt sein, so wählen Sie bitte die Option, die Ihrem Arbeitsplatz am Nächsten kommt.

- ☐ Arbeit in einem festen Büro
- ☐ Arbeit in mehreren/wechselnden Büros
- ☐ Arbeit außerhalb eines Büros

Als wie abwechslungsreich würden Sie Ihre Arbeit bezeichnen?

Bitte geben Sie Ihre Einschätzung möglichst neutral ab, und geben Sie NICHT Ihre Zufriedenheit mit dem Grad der Abwechslung an!

	sehr eintönig	eher eintönig	manchmal so, manchmal so	eher abwechslungsreich	sehr abwechslungsreich
Meine Arbeit ist....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tragen Sie Personalverantwortung?

Bitte beantworten Sie diese Frage mit "Ja", wenn Sie Teams oder Abteilungen leiten.

- ☐ Ja ☐ Nein

Wieviele Mitarbeiter hat das Unternehmen, in dem Sie arbeiten?

- ☐ <50
- ☐ <200
- ☐ <500
- ☐ >= 500

In welchem Bereich arbeiten Sie?

Wählen Sie bitte den Bereich aus, welcher Ihrem Tätigkeitsfeld am ehesten entspricht. Wenn keine der genannten Optionen zutrifft, geben Sie bitte Ihre eigene Tätigkeit ein.

- ☐ Personal
- ☐ Verwaltung (Finanzen, Buchhaltung, Rechnungswesen)
- ☐ Recht
- ☐ Produktion/Fertigung
- ☐ Öffentlichkeitsarbeit/Marketing
- ☐ IT
- ☐ Beratung
- ☐ Sonstige Tätigkeit

Ist Ihre Arbeit eher projektbasiert oder linienbasiert?

Projektbasiert bedeutet, dass Sie in immer neuen Projekten mit möglicherweise wechselnden Teams und Aufgaben arbeiten, die ein definiertes Ende haben. In linienbasiertem Arbeiten ist die Team- und Aufgabenstruktur eher konstant und langfristig.

- ☐ Projektbasiert ☐ Linienbasiert

Questions about private life situation with the note that only the overall result of the study will be communicated to the companies and subsequently no participant will be identifiable via this private information.

Hinweis zur Angabe persönlicher Informationen:

Nur das **Gesamtergebnis aller Teilnehmer** des vorigen Fragebogens wird den teilnehmenden Firmen mitgeteilt. Es wird gewährleistet, dass Ihr Arbeitgeber Sie **nicht** über die hier angegebenen persönlichen Informationen identifizieren kann.

Bitte geben Sie Ihr Geschlecht an.

- ☐ männlich ☐ weiblich

Bitte geben Sie Ihr Alter an.

Bitte nur ganze Zahlen eingeben!

Jahre

Bitte geben Sie Ihren aktuellen Beziehungsstatus an.

- ☐ ledig
☐ in einer festen Partnerschaft
☐ in einer eingetragenen Partnerschaft
☐ verheiratet
☐ verwitwet
☐ geschieden
☐ Sonstiges

Haben Sie eigene Kinder?

- ☐ Ja ☐ Nein

Geben Sie bitte die Anzahl der bei Ihnen im Haushalt lebenden Kinder an.

Dabei spielt es keine Rolle, ob dies Ihre eigenen Kinder sind! Wenn keine Kinder in Ihrem Haushalt leben, geben Sie bitte die Zahl "0" ein.

Kinder

Benötigen Sie mehr als 45 Minuten (einfach) für den Weg zur Arbeit?

- ☐ Ja ☐ Nein

Sind Sie häufig (auch außerhalb der üblichen Arbeitszeiten) beruflich unterwegs?

- ☐ Ja ☐ Nein

Sind Sie bei der Pflege erwachsener Angehöriger eingebunden?

- ☐ Ja ☐ Nein

Welches Arbeitszeitmodell trifft auf Sie zu?

- ☐ Vollzeit
☐ Teilzeit
☐ Aushilfe
☐ Ausbildung/Duales Studium
☐ Sonstiges

One-page information sheet for the participating companies

WELCHE WORK-LIFE-BALANCE MAßNAHMEN SIND AM EFFEKTIVSTEN?

Studie im Rahmen einer Bachelorarbeit

Welche Work-Life-Balance Maßnahmen haben den größten Einfluss auf die Mitarbeiterzufriedenheit?
Und welche Angebote wünschen sich Mitarbeiter heutzutage?

Im Rahmen meiner Bachelorarbeit im Fach Management und Psychologie sollen diese Fragen durch eine Studie mit Mitarbeitern verschiedener Unternehmen beantwortet werden. Die Erhebung der Daten wird über einen Online-Fragebogen erfolgen, in welchem die Teilnehmer über die Nutzung von und Wünsche an Work-Life-Balance Angebote und ihre Arbeitszufriedenheit befragt werden. Die Erfassung der Antworten geschieht anonym, sodass keine Rückschlüsse auf die ausfüllende Person möglich sind.

Ich würde mich über die Teilnahme Ihres Unternehmens sehr freuen.

Jeanine Krath

DER NUTZEN FÜR IHR UNTERNEHMEN



Sie erhalten alle Ergebnisse der Studie in vollem Umfang. Dadurch können Sie Maßnahmen für die optimale Work-Life-Balance Gestaltung in Ihrem Unternehmen ableiten, ohne Kosten aufwenden zu müssen.



Die Mitarbeiter werden anonym befragt. So erhalten Sie ein unverzerrtes Bild der Zufriedenheitssituation Ihrer Angestellten, welche ihre Aussagen nicht aus Sorge vor möglichen Konsequenzen mildern.



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H2 - Table of coefficients of the multiple regression (overall)

Koeffizienten ^a											
		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.	Korrelationen			Kollinearitätsstatistik	
		Regressionkoeffizient B	Standardfehler	Beta			Nullter Ordnung	Partiell	Teil	Toleranz	VIF
1	(Konstante)	4,221	,512		8,250	,000					
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Eine Anlaufstelle/verantwortliche Person, die für	,195	,113	,235	1,724	,089	,118	,187	,165	,494	2,026
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Reflexions- und Teamgespräche, die die Vereinbarkeit	-,006	,095	-,006	-,054	,957	,105	-,006	-,005	,842	1,558
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	,101	,105	,106	,967	,336	,141	,106	,093	,758	1,319
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	,003	,085	,005	,040	,968	,055	,004	,004	,707	1,415
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Kün	,231	,118	,300	1,966	,053	,092	,212	,188	,394	2,540
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Pfl	-,350	,132	-,409	-2,853	,010	-,024	-,281	-,254	,387	2,583
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf ehr	,211	,090	,281	2,353	,021	,166	,251	,225	,644	1,552
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Bereitstellung von "Lernzeit" innerhalb der Arbeit	-,027	,091	-,035	-,296	,768	,080	-,033	-,028	,853	1,530
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Förderung der Vereinbarkeit von Arbeit und Privat	,163	,138	,181	1,177	,243	,129	,129	,113	,387	2,586
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Jobsharing, also die Aufteilung eines Arbeitsplatz	-,184	,121	-,200	-1,525	,131	-,104	-,166	-,146	,532	1,880
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Kinderbonusgeld	-,281	,137	-,273	-2,059	,043	-,092	-,222	-,197	,521	1,919
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Informationsveranstaltungen zu den Work-Life-Balan	,094	,100	,117	,937	,352	,193	,103	,090	,593	1,687
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Angebote für Betriebsport	-,046	,074	-,071	-,826	,533	,096	-,069	-,060	,714	1,400
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Teambuilding-Events mit Kollegen	,167	,086	,213	1,939	,056	,224	,209	,186	,762	1,312
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Freizeit-/Überstundenkonto	,001	,086	,002	,014	,989	,070	,002	,001	,856	1,525
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Möglichkeit eines Sabbatjahres	-,136	,211	-,084	-,844	,522	,008	-,071	-,062	,540	1,853
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Firmenfeste mit der Familie	-,033	,085	-,045	-,381	,704	,190	-,042	-,036	,870	1,494

^a. Abhängige Variable: jobzufrieden

H2 – Table of coefficients of the multiple regression (male sample)

Koeffizienten^{a,b}

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.	Kollinearitätsstatistik	
		Regressionkoeffizient B	Standardfehler	Beta			Toleranz	VIF
1	(Konstante)	4,304	,605		6,951	,000		
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Eine Anlaufstelle/verantwortliche Person, die für	,238	,151	,303	1,578	,122	,380	2,631
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Reflexions- und Teambesprechungen, die die Vereinbarkeit	-,075	,141	-,090	-,533	,597	,491	2,036
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	,118	,130	,135	,982	,331	,747	1,338
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	,024	,116	,033	,304	,839	,542	1,844
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Kün	,287	,161	,373	1,788	,081	,323	3,096
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Pfl	-,506	,176	-,585	-,286	,006	,337	2,964
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf elu	,331	,111	,488	2,974	,005	,521	1,921
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Bereitstellung von "Lernzeit" innerhalb der Arbeit	-,017	,122	-,022	-,135	,893	,545	1,836
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Förderung der Vereinbarkeit von Arbeit und Privat	,175	,178	,202	,986	,330	,335	2,987
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Jobsharing, also die Aufteilung eines Arbeitsplatz	-,067	,163	-,072	-,407	,686	,448	2,234
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Kinderbonusgeld	-,355	,151	-,394	-,233	,023	,502	1,994
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Informationsveranstaltungen zu den Work-Life-Balan	,063	,132	,081	,482	,632	,502	1,994
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Angebote für Betriebsport	-,105	,095	-,166	-,102	,276	,622	1,607
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Teambuilding-Events mit Kollegen	,176	,114	,211	1,547	,129	,754	1,326
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Freizeit-/Überstundenkonto	,025	,109	,034	,225	,823	,625	1,601
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Möglichkeit eines Sabbatjahres	-,390	,273	-,234	-,1425	,161	,522	1,916
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Firmenfeste mit der Familie	,017	,102	,024	,167	,868	,678	1,475

a. 14 Frage: Bitte geben Sie Ihr Geschlecht an: = männlich

b. Abhängige Variable: jobssatisfaction

H2 – Table of coefficients of the multiple regression (female sample)

Koeffizienten^{a,b}

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.	Kollinearitätsstatistik	
		Regressionkoeffizient B	Standardfehler	Beta			Toleranz	VIF
1	(Konstante)	4,047	1,084		3,733	,001		
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Eine Anlaufstelle/verantwortliche Person, die für	,796	,310	,884	2,564	,019	,232	4,314
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Reflexions- und Teaminggespräche, die die Vereinbarkeit	,140	,305	,184	,683	,503	,379	2,639
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	-,031	,236	-,028	-,133	,895	,640	1,563
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	,417	,217	,525	1,921	,070	,369	2,708
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Pfl	-,276	,266	-,328	-1,036	,313	,275	3,642
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf ehu	-,400	,256	-,424	-1,561	,135	,373	2,681
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Bereitstellung von "Lernzeit" innerhalb der Arbeit	,213	,197	,274	1,082	,293	,429	2,332
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Förderung der Vereinbarkeit von Arbeit und Privat	,259	,267	,277	,968	,345	,336	2,978
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Jobsharing, also die Aufteilung eines Arbeitsplatz	-,854	,289	-,947	-2,954	,008	,268	3,732
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Kinderbonusgeld	-1,494	,520	-1,082	-2,873	,010	,194	5,148
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Informationsveranstaltungen zu den Work-Life-Balan	,596	,234	,716	2,548	,020	,349	2,867
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Angebote für Betriebsport	-,038	,138	-,056	-,274	,787	,650	1,540
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Teambuilding-Events mit Kollegen	,395	,168	,542	2,353	,030	,518	1,930
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Freizeit-/Überstundenkonto	,086	,159	,119	,539	,596	,562	1,781
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Möglichkeit eines Sabbatjahres	,320	,378	,210	,846	,408	,448	2,232
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Firmenfeste mit der Familie	-,424	,196	-,549	-2,156	,044	,426	2,349

a. 14 Frage: Bitte geben Sie Ihr Geschlecht an. = weiblich

b. Abhängige Variable: jobssatisfaction

H2 – Table of coefficients of the multiple regression (younger sample)

Koeffizienten^{a,b}

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.	Kollinearitätsstatistik	
		Regressionkoeffizient B	Standardfehler	Beta			Toleranz	VIF
1	(Konstante)	6,197	,788		7,863	,000		
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Eine Anlaufstelle/verantwortliche Person, die für	,194	,156	,247	1,247	,222	,377	2,653
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Reflexions- und Teambesprechungen, die die Vereinbarkeit	,095	,129	,117	,735	,468	,585	1,709
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	-,210	,140	-,220	-1,500	,144	,691	1,448
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	,022	,113	,030	,195	,847	,615	1,625
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf kün	,446	,207	,579	2,153	,039	,204	4,893
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Pfl	-,504	,195	-,627	-2,591	,015	,253	3,953
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf elu	,392	,137	,546	2,862	,008	,407	2,460
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Bereitstellung von "Lernzeit" innerhalb der Arbeit	-,216	,137	-,295	-1,580	,125	,425	2,353
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Förderung der Vereinbarkeit von Arbeit und Privat	,782	,280	,932	2,791	,009	,133	7,533
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Jobsharing, also die Aufteilung eines Arbeitsplatz	,003	,204	,004	,015	,988	,251	3,993
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Kinderbonusgeld	-1,804	,585	-1,236	-3,088	,004	,092	10,840
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Informationsveranstaltungen zu den Work-Life-Balan	-,054	,178	-,062	-,302	,765	,348	2,874
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Angebote für Betriebsport	,012	,096	,019	,121	,905	,623	1,606
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Teambuilding-Events mit Kollegen	,386	,117	,538	3,288	,003	,552	1,812
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Freizeit-/Überstundenkonto	,084	,113	,115	,747	,461	,622	1,607
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Möglichkeit eines Sabbatjahres	-,524	,369	-,362	-1,420	,166	,433	2,307
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Firmenfeste mit der Familie	-,271	,124	-,380	-2,184	,037	,489	2,046

a. Alter_dicho = 1,00

b. Abhängige Variable: jobssatisfaction

H2 – Table of coefficients of the multiple regression (older sample)

Koeffizienten^{a,b}

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.	Kollinearitätsstatistik	
		Regressionkoeffizient B	Standardfehler	Beta			Toleranz	VIF
1	(Konstante)	3,852	,803		4,795	,000		
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Eine Anlaufstelle/verantwortliche Person, die für	,053	,201	,057	,283	,794	,466	2,146
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Reflexions- und Teambesprechungen, die die Vereinbarkeit	-,073	,151	-,092	-,482	,633	,807	1,648
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitszeitmodelle (Gleitzeit o.ä.)	,191	,188	,202	1,012	,319	,558	1,793
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Flexible Arbeitsorte (Arbeiten von Zuhause o.ä.)	-,042	,142	-,054	-,299	,767	,684	1,462
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Kün	,180	,216	,225	,831	,412	,301	3,319
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf Pfl	-,388	,252	-,407	-1,530	,135	,312	3,202
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Unterstützung des Unternehmens im Hinblick auf elu	,271	,151	,343	1,789	,083	,803	1,658
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Bereitstellung von "Lernzeit" innerhalb der Arbeit	-,120	,174	-,143	-,692	,494	,517	1,935
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Förderung der Vereinbarkeit von Arbeit und Privat	,094	,220	,092	,426	,673	,473	2,115
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Jobsharing, also die Aufteilung eines Arbeitsplatz	-,059	,228	-,058	-,259	,797	,446	2,242
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Kinderbonusgeld	-,064	,174	-,071	-,365	,717	,592	1,691
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Informationsveranstaltungen zu den Work-Life-Balan	,127	,161	,164	,787	,437	,512	1,955
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Angebote für Betriebsport	-,064	,120	-,095	-,534	,597	,698	1,432
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Teambuilding-Events mit Kollegen	,158	,161	,177	,985	,332	,686	1,459
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Freizeit-/Überstundenkonto	-,071	,158	-,099	-,451	,655	,458	2,184
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Möglichkeit eines Sabbatjahres	,072	,324	,050	,223	,825	,440	2,272
	2 Frage: Wie häufig nehmen Sie die folgenden Work-Life-Balance Maßnahmen in - Firmenfeste mit der Familie	,088	,151	,118	,586	,562	,547	1,830

a. Alter_dicho = 2,00

b. Abhängige Variable: jobssatisfaction

H6 – Importance of work-life balance measures

	Contact person for advice to arrange work and private life	Reflection and team meetings about work-life balance	Flexible working hours (flexitime etc.)	Flexible work locations (home office etc.)	Support in childcare	Support in care tasks (for example care for adult relatives)	Support in voluntary activities	Provision of "study time" within the working time	Support of work-life balance with different ways of development and promotion	Jobsharing
N	Valid 284	284	283	284	285	283	280	282	284	284
	Missing 5	5	6	5	4	6	9	7	6	5
Mean	3,03	3,23	4,08	4,07	3,43	3,14	3,04	3,79	3,46	2,54
Standard Deviation	1,051	1,015	,588	1,070	1,311	1,178	1,118	1,061	1,111	1,178

Child bonus allowances	Information events about the company's work-life balance offers	Company sport activities	Teambuilding -events with colleagues	Freetime- and overtime accounts	Sabbaticals	Company celebrations with families
281	285	282	284	285	284	283
8	4	7	5	4	5	6
3,31	3,32	3,53	3,67	4,52	2,80	3,22
1,334	,960	1,030	,981	,776	1,352	1,092

H6 – potential use of work-life balance measures

	Contact person for advice to arrange work and private life	Reflection and team meetings about work-life balance	Flexible working hours (flexitime etc.)	Flexible work locations (home office etc.)	Support in childcare	Support in care tasks (for example care for adult relatives)	Support in voluntary activities	Provision of "study time" within the working time	Support of work-life balance with different ways of development and promotion	Jobsharing
N	Valid 279	283	282	283	281	283	279	281	281	280
	Missing 10	6	7	6	8	6	10	8	8	9
Mean	2,53	2,86	4,41	3,55	2,49	2,42	2,56	3,44	2,85	1,95
Standard Deviation	1,055	1,178	,873	1,334	1,554	1,267	1,301	1,224	1,290	1,238

Child bonus allowances	Information events about the company's work-life balance offers	Company sport activities	Teambuilding -events with colleagues	Freetime- and overtime accounts	Sabbaticals	Company celebrations with families
275	280	280	281	280	280	274
14	9	9	8	9	9	15
3,09	3,13	3,04	3,47	4,23	2,39	3,28
1,733	1,193	1,323	1,192	1,062	1,430	1,248

Suggested work-life balance measures by the surveyed employees and aspects averting a successful implementation in the participating companies

Answers to the open questions by the employees	
Suggested work-life balance measures	Aspects averting a successful implementation
Measures against uncooperative behaviour	No keep of promises from the company side
Information events about the company's offers	Time pressure caused by the order situation and pressure to perform
Home Office and telework	Generally missing offers
Measures to ease the integration of new employees	Missing support by the (potentially older) management
Teambuilding-Events	Costs (time and financial)
Allowance of animals in the office	Feasibility difficult for smaller branches and smaller companies
Barbecue for lunch breaks	Rigid and outdated corporate culture
Workshops for employees with regard to time management and relaxation	Importance of the issue is not perceived
Relaxation rooms	Employees do not support the implementation
Lifetime working accounts	Special work tasks which require physical presence
More flexible half-time and working time models	Fear of abuse by the employees
Freetime offers in the office (kickers, table tennis, ...)	Long decision-making processes
Employment of a responsible person/working group	Lack of communication
Agile management	Priorities set on revenue and profit, not on employee satisfaction
Cheap company car offers	
Package stations	
Measures to reduce permanent accessibility	
Silent relaxing music in the office	
Longtime work scheduling	
Introduction of a 6-hours working day	
Kitchen for cooking together in lunch breaks	
Paid sport activities beyond company sport activities	
Sport groups and company sport activities	
Partial retirement models	
Implementation of a corporate health management	
Codetermination at the distribution of working places	
Possibility to change the seat in the office	
Reduction of the overall workload	
Younger employees in management	
Teamwork and teammeeting to solve problems	

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