

Impact of Work Life Harmony on Overall Life Satisfaction in VUCA Economy

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Abstract

To find out the effects of time spent in office on employees' overall life satisfaction especially in volatile, uncertain, complex and ambiguous economy, this article uses a very large, representative set of sample data from India in various industries. The results show that higher the time spent on office working hours in general lead to decreased satisfaction especially in industries known as VUCA. Rather, increasing working hours and overtime have higher negative effects on life and job satisfaction, whereas the desire to reduce working hours has not much significant impact on satisfaction. In 2016, nearly 72% of employees wanted to reduce their working hours and wanted to have ample time to spend with family. The total number of hours which employees want to reduce on their time spent in office is driven mainly by overtime compensation and other employee benefits offered by companies. Hence this study further guides for better time management and better employee benefits introduction in a VUCA economy.

Keywords: Work-Life Balance, Performance, Flex time arrangements, work life conflicts

Introduction

Indian organizations give more flexibility to their employees, in terms of work place and work time flexibility. But in India organizations find difficult to sustain in the market mainly because of the conditions like Vulnerable Rupee (Indian currency), Fiscal health and macroeconomic stability, Growing divergence between consumption and investment, Demonetization, The non-performing assets menace and rivalry among businesses to capture the market and to maintain a steady margin so organizations demand their key employees to work very hard to protect their business from being bankrupt, even for MNCs. For making a competent organization, most of the businesses focus on “Maximizing the utilization of labour and machines” which ultimately leads to work-life conflicts among employees and which in turn leads to whole life dissatisfaction including job dissatisfaction especially in IT/ITES sector in India where strict adherence to employment laws rarely exists.

Background

As a strategy to gain more financial gain by achieving employee loyalty which indirectly demands their employees to work hard, organizations are now happy to provide them with more employee benefits and financial gains. As a result, employees are too happy to spend time in office than with family. Or, even if they work from home, they are still spending more time for official purposes. This in turn started to affect adversely their family life. Subsequently, employees found difficulty in maintaining a good whole life satisfaction even if they secured financial gains and at some point of time this even led to utter job dissatisfaction, absenteeism from work, errors in job, unfitness for job etc. Even though there are studies in work-life balance, no one ever researched on the impact of time spent in office. Most of them focused only on actual working hours or overtime to work life satisfaction. That is the rationale behind this study. Recently, Swedish government introduced paid couple relationship break in between job every week after recognizing the importance of this.

Literature Review

We have gone through a few research studies in work life balance. Some of them are mentioned below briefly:

In 2003, Michelle Arthur in his study of Fortune 500 firms found that announcements of work-life initiatives were associated with increased shareholder returns: some \$60 million per initiative per firm. The author argues that once a work-life practice becomes normalized, it signals the market that the company is more desirable. In 2006, Jeffrey Hill, Brent Miller, Sara Weiners and Joe Colihan in their studies revealed the perception of greater productivity, higher morale, increased flexibility and longer work hours due to telework, as well as an equivocal influence on work-life balance and a negative influence on teamwork. Using a quasi-experimental design, quantitative multivariate analyses supported the qualitative findings related to productivity, flexibility and work-life balance. In 1996, Edward Shepard, Thomas Clifton and Douglas Kruse in their studies of 36 pharmaceutical companies in the U.S. found that the use of flexible work hours can have a real effect on performance: an increase of some 10% in firm productivity. In 2008, Wendy Casper & Christopher Harris in their study found that work-life practices increase attachment, loyalty and commitment to the organization. In 1995, Thomas, L.T. & Ganster D.C. in their studies found that family-oriented policies create more perceived control that lowers stress and increases job satisfaction. In 1991, Pitt-Catsoupes and Marchetta in their studies review telework studies and show from qualitative research from employees and their managers that productivity went up 10% to 30% with telework. The reason has been supported by other studies—people work more hours from home than at the office, but they enjoy it more because they

have more control over their time. In 2000, Jill Perry-Smith, & Terry Blum in their studies analyzed performance in 527 U.S. companies and found that firms with a wider range of work-life practices had greater performance, profit-sales growth and organizational performance. In 2005, Diane Halpern in her study details the cost of stress, burnout and absenteeism in organizations and how more flexible time policies can help cut those issues and their price tags. In 1998, Ellen Ernst Kossek and Cynthia Ozeki in their study shows that people who report high levels of both work-to-life and life-to-work conflicts are likely to report lower levels of job satisfaction and organizational commitment. In 2011, Sunday Azagba & Mesbah Sharaf in their study looks at the connection between job stress and medical costs associated with it for organizations that employ people with stress. They found that medical costs for employees with high or medium stress cost 26% more than other employees. In 2012, Patricia Roehling, Mark Roehling, & Phyllis Moen in their study found in a sample of 3,381 American workers that flexible time policies and childcare assistance was associated with employee loyalty for those with family responsibilities. In 1998, Samuel Aryee, Vivienne Luk, & Raymond Stone in their study examined the influence of family-responsive variables and the moderating influence of gender on the retention-relevant outcomes of organizations, commitment and turnover intentions. Results of regression analysis revealed that satisfaction with work schedule flexibility and supervisor work-family support were related to both retention-relevant outcomes. In 1994, Robert Bretz, R. D. & Timothy Judge in their study the lack of access to work-life practices predicted turnover intentions among managers. In 2002, Stella Anderson, Betty Coffey & Robin Byerly in their study found that work-life conflict contributes to reduced work effort and performance and increased absenteeism and turnover.

Methods of Research

Data and Variables

In this study we have used 8 types of variables; Demographic variables [age, gender, urban/rural, marital status, has kid under age 17 years, type of employment (part time or full time)], Levels of satisfaction [job satisfaction, personal income satisfaction, free time satisfaction, family life satisfaction, household income satisfaction, whole satisfaction], Flex Time Arrangements, Leadership positions [Highly qualified, top management, middle management, lower management, daily wage worker], Overtime arrangements [OT Day-off, OT Partly Day-off, OT Paid, OT Unpaid], Commutation [daily, weekly], Work autonomy, and Time spend in office (TSO)[Actual, Desired, Extend, Reduce]

Hypotheses

In my study, I am just focusing on the impact of time spend in office to work life harmony and no other factors. Hence, my research hypotheses are:

H1: An employee's time spent in office (TSO) has negative effect on various types of satisfaction.

H2a: Overtime has a negative impact on satisfaction only if the desired time spent in office is lower than actual ones.

H2b: Paid overtime eliminates the negative impact of overtime on satisfaction.

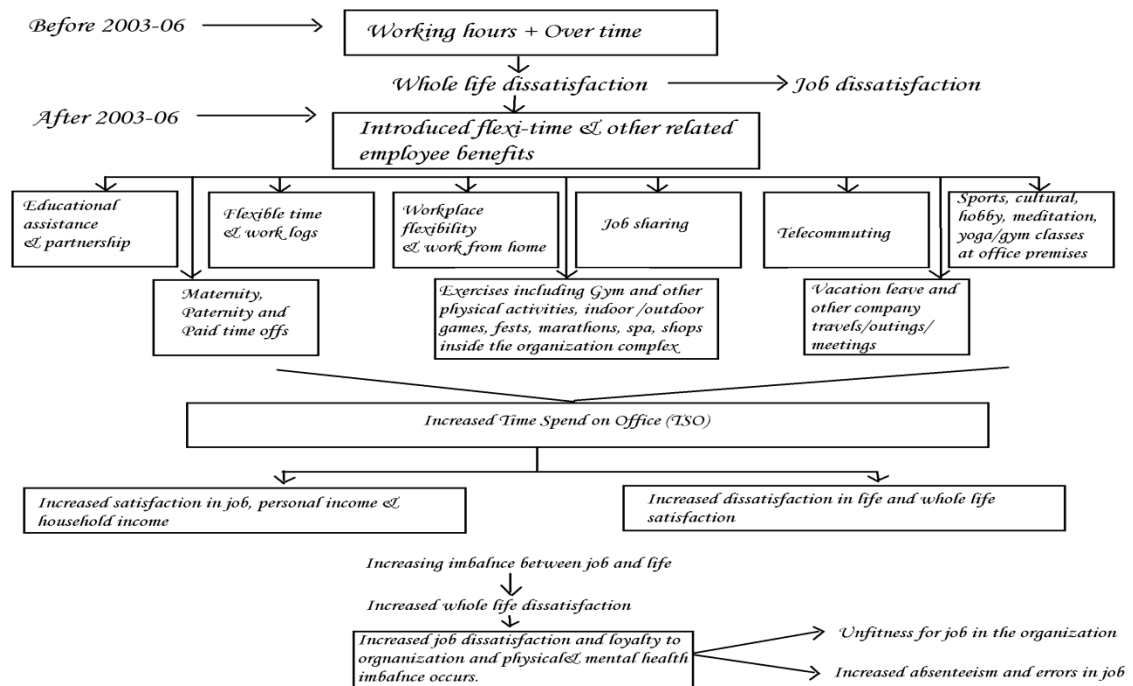
H3: Flexi-time arrangements have a negative impact in life and job satisfaction.

Conceptual model of the study

The conceptual model of this study is depicted below.

Before 2003, only working hours and overtime influenced the work life harmony; while after the introduction of flexi time arrangements and other employee benefits like telecommuting, educational partnerships, other physical trainings and classes, employee spent more time in office or office related things than at home; which led to conflicts in maintaining a proper balance in life and in long term led to higher job dissatisfaction,

absenteeism rate, turnover intentions, errors in job, unfitness for job and physical or mental illness.



Methodology

Data was collected from 1,307,130 employees from various industries, ages, occupational level, gender, marital status and from various parts of India using direct interview method and questionnaire method via social media sites.

Total employment strength of the country: 29,650,000 (as per Ministry Of Statistics and Program Implementation-MOSPI, 2017)

That means 4.5% of the total population is being taken as sample for this study using the simple random sampling technique. I have used online questionnaire methods, schedules and judgement sampling for this study.

Findings

Hypotheses Analysis

Accepted H1, An employee's time spent in office (TSO) has negative effect on various types of satisfaction. Accepted H2a, Overtime has a negative impact on satisfaction, only if the desired time spent in office is lower than actual ones. Rejected H2b, Paid overtime eliminates the negative impact of overtime on satisfaction. Accepted H3, Flexi-time arrangements have a negative impact in life and job satisfaction.

Time Spend in Office (TSO)

From my study it was found that full time and part time employees actually spend time in office more than what they desired and desired TSO is higher for full time employees than part time employees. Either full time or part time employees don't want to extend their TSO, rather than full time employees want to reduce their TSO than part time employees.

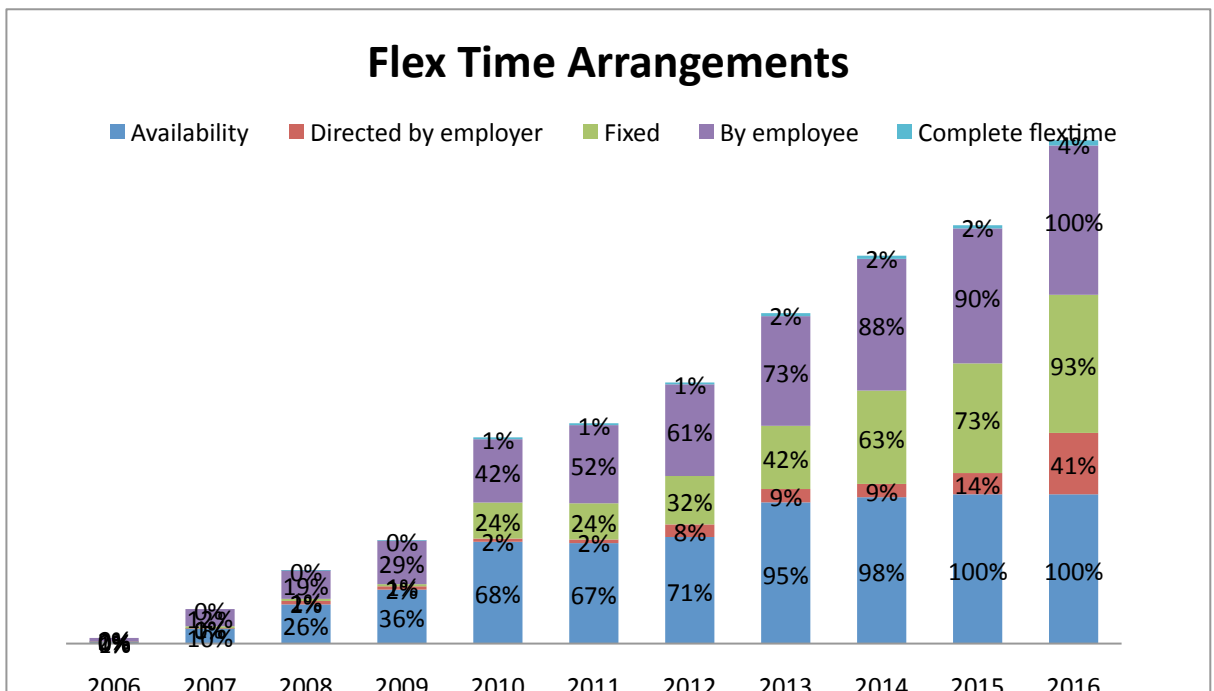
Female employees want to spend time in office less than what male employees preferred to be. Amount of overtime by both genders and both type of work are significantly same because of the introduction of various technologies availability nowadays. In fact more than 71% of employees want to reduce their time spent in office and who want to reduce or extend time spent in office are significantly less satisfied towards their whole life. And employees who want to reduce TSO are happier with their free time utilization.

Age and willingness to change time spent in office has no significant difference.

Coming to the actual time spent in office, full time employees spend more when they are young (below 45) and for part time employees there is no much difference due to age factor. For full time employees, actual TSO equals 47.89 hours on average, but desired TSO of 44.23 hours is significantly lower (paired t test, 1% significance). For part time employees, actual TSO equals 23.97 hours on average, but desired TSO of 22.52 hours is significantly lower (1% significance). Desired TSO is extreme significantly higher for full time employees than part time employees (96% higher). No significant difference between part time employees' and full time employees' desire to extend their TSO (1% significance). In fact, full time employees want to reduce their TSO by 33% than part time employees (1% significance). Female employees want to spend time in office 21% (less than 8.417 hours/week) less than male employees among full time employees and 5% less (less than 1.313 hours/week) in case of part time employees (1 % significance). Amount of overtime work done by both genders equals approximately 2.99 hours/week for both genders; not changed significantly over time. Amount of overtime by both kinds of work equals approximately 2.94 hours/ week- no significant change over time. More than 71% want to reduce time spent in office, approximately 1.62 hours/week; significant change over time, even though it would reduce their income (1% significance). No significant difference between part time employees' and full time employees' availability on overtime 76.8% and 77.012% at 1% significance. Employees who want to reduce or extend their TSO are significantly less satisfied with their whole life (average of 2.087 at 5) (1% significance). Employees who want to reduce their TSO are significantly happier with their free time utilization (65%) at 1% significance. However, there is no significant difference in willingness to reduce or extend TSO with related to their age. For full time employees, there is significant change in actual TSO with their age at 6% (1% significance). For part time employees, there is no significance in actual TSO with their age (1% significance).

Work Time Arrangements

These are the percentage allocation by work time arrangements, which can be either by employer, employee or fixed. Or it can be complete flex time across the organization.



This is the percentage wise table for the said chart.

	2006	2007	2008	2009	2010	2011	2012
Availability	1%	10%	26%	36%	68%	67%	71%
Directed by employer	0%	0%	2%	2%	2%	2%	8%
Fixed	0%	1%	1%	1%	24%	24%	32%
By employee	2%	12%	19%	29%	42%	52%	61%
Complete flextime	0%	0%	0%	0%	1%	1%	1%

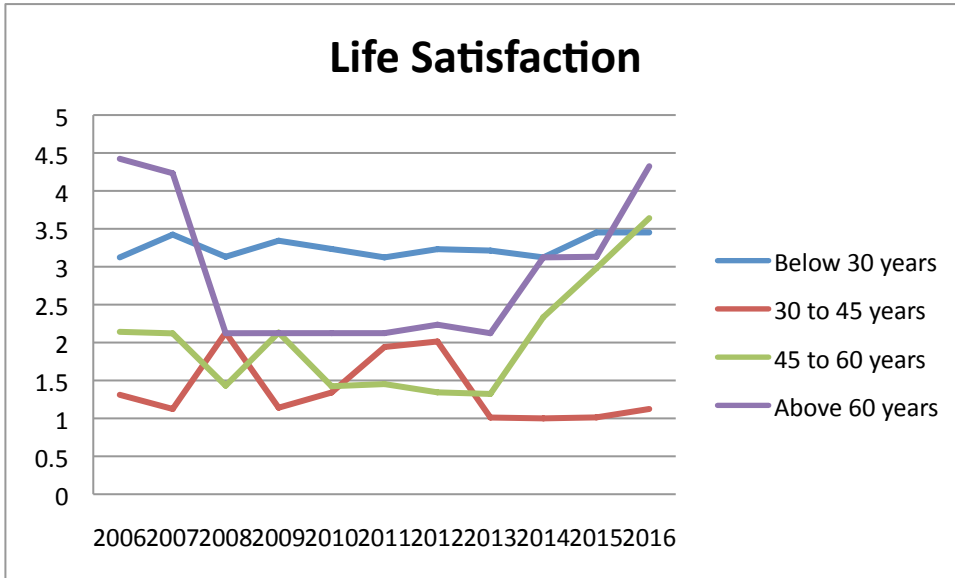
Satisfaction

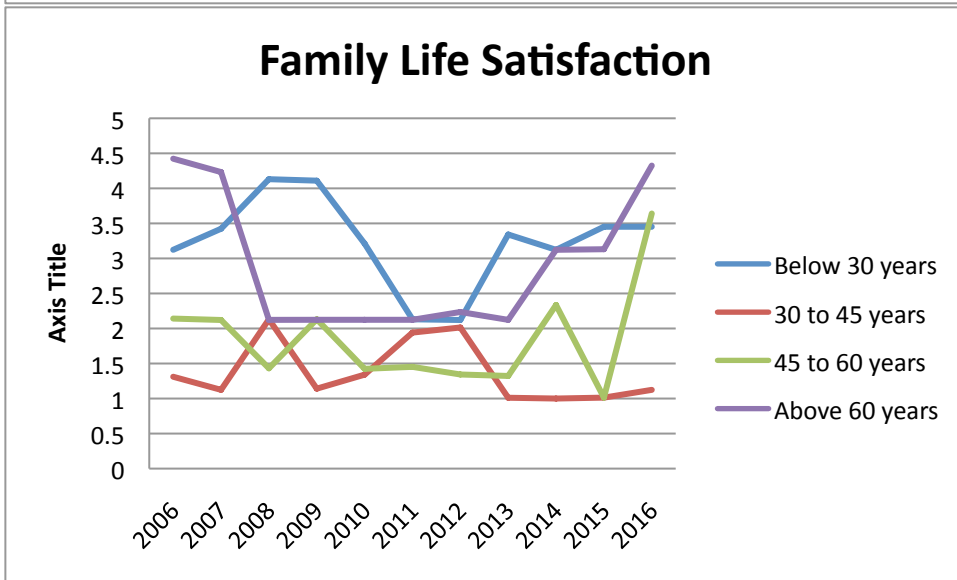
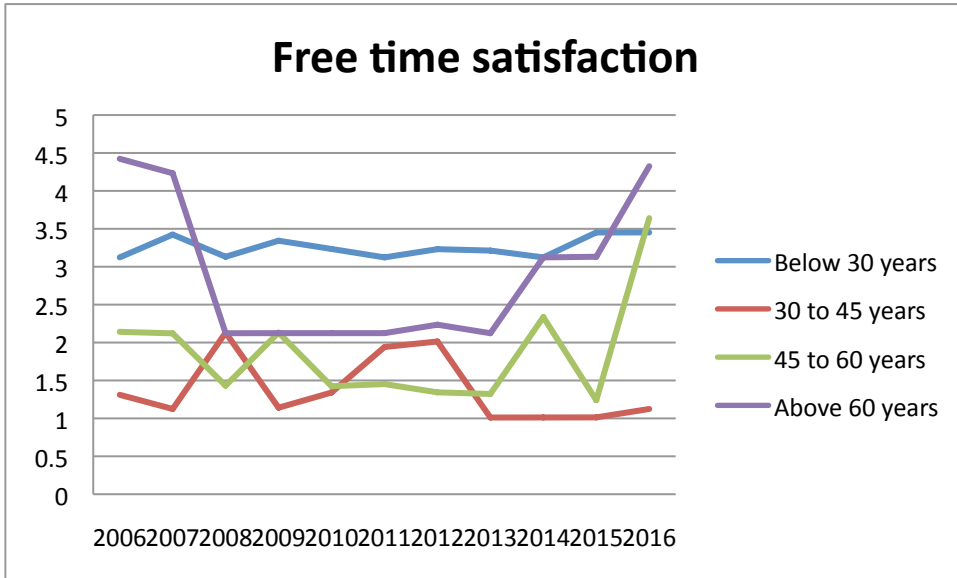
According to my study on 1.3 million employees from various industries, ages, occupational levels, gender, marital status and from various parts of India found that on average on a 5-point scale (Likert scale), Job satisfaction is 2.36, Personal income satisfaction is 3.54, Household income satisfaction is 2.01, Free time satisfaction is 2.363, Family satisfaction is 2.363 and Whole life satisfaction is 2.818. Hence we can just say that, even though employees are satisfied in their personal income, they are not satisfied in other factors in work life harmony; that is job satisfaction, household income satisfaction, free time satisfaction, family life satisfaction and whole life satisfaction.

The outcomes are: Job satisfaction – Average 2.36: Not satisfied; Personal income satisfaction – Avg. 3.54: Just satisfied; Household income satisfaction – Avg. 2.01: Not satisfied; Free time satisfaction- Avg. 2.362: Not satisfied; Family life satisfaction – Avg. 2.363: Not satisfied; Whole life satisfaction – Avg. 2.818: Between not satisfied and just satisfied.

Age-Wise Satisfaction

From these charts, it is found that life satisfaction is higher or almost stable in age below 30 years and even though fluctuating above 60 years are also good at life satisfaction. In job satisfaction too, it is higher in below 30 years and average for age between 30-45 years. For free time satisfaction and family life satisfaction, age below 30 years and above 60 years are more satisfied. If these graphs are analysed deeply, it is found that age between 30-45 years are the employees who are least satisfied about their whole life, free time utilization and family life satisfaction.





Gender-Wise Satisfaction

If gender wise satisfaction levels are considered, it is seen that male full time and part time employees are more satisfied towards job and personal income than female full time and part time employees.

Male full time employees are significantly higher satisfied in their job than female full time employees. Female part time employees are significantly very lower satisfied in their job than male part time employees. Male full time employees are significantly higher satisfied in their personal income than female full time employees. Female part time employees are significantly less satisfied in their personal income than male part time employees. There is no significant difference in free time satisfaction among full time male employees and full time female employees. However, part time female employees are significantly very less satisfied in their free time satisfaction than part time male employees. Full time male employees are significantly very high dissatisfied in their family life satisfaction than full time female employees. However, part time female employees are very less satisfied in their family life than part time male employees. There is no significant difference in free time satisfaction among full time male and female employees. But part time male employees are more satisfied about free time than part time female employees.

In contrast to this, full time male employees are significantly higher dissatisfied than female in their family life. But part time female employees are less satisfied than part time male employees towards their family life.

There is no significant difference in full time male and female employees with regards to their household income satisfaction. However, part time female employees are significantly very less satisfied in their household income satisfaction than part time male employees. There is no significant difference between full time male and female employees with regards to their whole satisfaction. There is no significant difference between part time male and female employees with regards to their whole satisfaction. There is no significant difference among full time male and female employees towards household income satisfaction. However, part time female employees are less satisfied than male for their household income. But there is no significant difference between full time male and part time male to full time female and part time female towards whole life satisfaction.

Other Components in Satisfaction Related to TSO

Age and gender factors are already discussed before. From this study, it is found that employees from rural areas are happier than urban employees, employees having kids less than 17 years are more satisfied than employees without kids or without having kids under 17 years. Employees working in agriculture, tourism, education and retail are more satisfied than employees in other industries, and employees in IT/ITES and financial services industries are most stressful people and have higher dissatisfaction rate in their whole life satisfaction than employees from other industries.

Age: Employees below the age 30 and between 45 to 60 years are significantly satisfied in their whole life satisfaction than those with age between 30-45 and above 60 years.

Urban/rural: Rural employees found to be significantly higher satisfied than those living in urban areas.

Kids Under 17: Employees having kids under 17 years are highly satisfied in their whole life as compared to employees without kids or those having children with age above 17 years.

Industries: Employees in agriculture, tourism & hospitality, education and retail industries are highly satisfied than employees working in manufacturing, IT/ITES, chemical, transportation, financial services and other services.

IT/ITES and financial services employees are found to be highly dissatisfied in their whole life as compared to other industries and are the people who want to reduce their TSO to a large extent.

The biggest observation found from this study is that all kinds of promotional gestures like telecommuting including work from home facility make employees' whole life dissatisfaction until the TSO is not controlled by policies inside the organization, especially for employees in IT/ITES industries. However, employees in retail and tourism industry are satisfied with flex time arrangements like rotational shifts.

Flex-time arrangements: Instead of making employees happy, all kind of flex-time arrangements including 'work from home' facility make the employees' whole life satisfaction into a danger, especially for employees in IT/ITES and financial services industry.

However, employees in retail and tourism & hospitality industries found flex time arrangements like rotational shift significantly satisfactory than employees in other industries.

Considering the leadership position, middle management employees are more dissatisfied in their whole life harmony than others and top management is the most satisfied lot. Considering the shifts and holidays, employees in regular, evening and rotational shifts

are more satisfied than others. Regarding occupational status, managerial position employees are much dissatisfied in whole life than others and the second last ones' are new joins and trainees. Regarding commutation; employees from mid-level distance from home to office are the most satisfied employees than with low distant and high distant employees.

Leadership position: Compared to top management, lower management and daily wage workers, middle management employees are highly dissatisfied in their whole life satisfaction. However, top management employees are more satisfied than lower management and daily wage workers.

Shifts & Holidays: Regular, evening and rotational shift employees are more satisfied than night shift, Saturday and Sunday/public holiday working employees.

Occupational status: Trainee and newly joined employees are more stressful and dissatisfied in their whole life satisfaction than the mid position employees. Managerial position employees are significantly much dissatisfied in their life satisfaction than other occupational status employees.

Commutation: On contrast, mid distance commutation employees are highly satisfied than lower and high distance commutation employees on daily and weekly basis.

Discussion and Implications

Equal importance should be given for work life harmony by the employer to the employee by reducing time spent in office premises and strict vacation with family for long term commitment and loyalty to the organization. Introduction of multi-source feedback system with family feedback need to be strictly incorporated in every industry. And need to make sure that those feedbacks not under any purposive influence by the employee. Benefits policy need to check the total time spent before implementing other benefits to the employee. There should be a balance between the benefits utilization as well as the time spent in family. Like working hours, TSO also need to be log based one.

Limitations and Future Studies

These are some of the limitations of this study. It does not look into existing issues with employees' family and cultural background. This study does not look into the issues with family and cultural background of the employee. This study does not look into the style of leadership and informal relationships existing in the organization. The generalization is questionable as it only covered India as a whole. Remote areas are not covered in this study due to the accessibility factor. Future research need to be implemented in larger sample size and in other countries with different culture settings. This study does not look into the existing economic worries before an employee joins the company. Future research need to look into more factors affecting work life conflicts for transgender employees and based on the employees' abilities (mental, physical, emotional and intellectual) as well.

Conclusion

It can now be concluded from this study that equal importance should be given for all employees' work life harmony which needs to be monitored by the employer at regular intervals through multi source feedback system implementation and need to be ensured that there is no bias in rating the same. Also TSO need to be checked instead of working hours for proper understanding the employees' work life harmony.

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Appendix

Table 1: Fixed effects regressions on the impact of working hours and overtime on job satisfaction (hierarchical models)

	(1)	(2)	(3)	(4)	(5)	(6)
	Satisfaction job	Satisfaction job	Satisfaction job	Satisfaction job	Satisfaction job	Satisfaction job
Actual_wh	0.005** (2.44)	0.006*** (2.59)	0.007*** (3.09)	0.007*** (3.20)	0.001 (0.22)	0.006* (1.81)
Reduce_wh	-0.019*** (-9.83)	-0.019*** (-9.74)	-0.020*** (-9.91)	-0.019*** (-9.82)	-0.018*** (-5.59)	-0.017*** (-5.44)
Extend_wh	-0.007** (-2.06)	-0.006* (-1.81)	-0.006 (-1.64)	-0.004 (-1.11)	-0.003 (-0.54)	0.004 (0.80)
Overtime_dummy	0.072*** (3.41)	0.076*** (3.60)	0.076*** (3.60)	0.071*** (3.37)	0.125*** (3.65)	0.115*** (3.55)
<u>O_time (base: unpaid)</u>						
O_time_dayoff		0.268*** (7.59)	0.272*** (7.70)	0.248*** (7.10)	0.338*** (6.25)	0.332*** (6.52)
O_time_partlypaid		0.239*** (6.48)	0.241*** (6.52)	0.209*** (5.71)	0.292*** (5.10)	0.304*** (5.63)
O_time_paid		0.351*** (7.56)	0.345*** (7.42)	0.289*** (6.26)	0.294*** (4.08)	0.284*** (4.20)
<u>Commute (base: infrequently)</u>						
Commutefreq_daily		-0.092*** (-4.03)	-0.076*** (-3.29)	0.007 (0.24)	-0.034 (-0.73)	-0.002 (-0.04)
Commutefreq_weekly		0.073 (1.09)	0.098 (1.47)	0.172** (2.57)	0.077 (0.77)	0.105 (1.13)
Work_autonomy		0.180*** (9.16)	0.181*** (9.18)	0.174*** (8.93)	0.805 (1.54)	0.795 (1.62)
<u>Age (base: above 60)</u>						
Age_below25			0.486*** (4.76)	-0.061 (-0.56)	-0.074 (-0.45)	-0.079 (-0.50)
Age_25to45			0.276*** (3.49)	-0.101 (-1.22)	-0.147 (-1.14)	-0.153 (-1.25)
Age_45to60			0.055 (0.78)	-0.117* (-1.65)	-0.149 (-1.34)	-0.103 (-0.98)
Married			0.106** (2.38)	0.191*** (4.31)	0.233*** (3.51)	0.188*** (3.01)
Kids_u16			0.103*** (3.05)	0.041 (1.22)	0.049 (0.95)	0.086* (1.78)
East_germany			0.018 (0.12)	-0.004 (-0.03)	-0.015 (-0.08)	0.013 (0.07)
<u>Economicworries (base: no)</u>						
High_economicworries				-0.782*** (-23.10)	-0.944*** (-17.23)	-0.433*** (-8.16)
Few_economicworries				-0.364*** (-14.31)	-0.482*** (-12.00)	-0.265*** (-6.95)
Parttime				0.019 (0.23)	0.028 (0.37)	0.030 (0.42)
New_job				-0.057* (-1.65)	0.030 (0.92)	0.030 (0.92)
Limited_job					0.144*** (2.91)	0.146*** (3.12)
Log_net_income					0.538*** (6.58)	0.304*** (3.94)
Log_net_income_household					0.145*** (2.60)	-0.142*** (-2.66)
Tenure					-0.041*** (-7.40)	-0.039*** (-7.42)
Company_size					0.070*** (2.88)	0.049** (2.11)
Satisfaction_life						0.270*** (23.30)
Satisfaction_household_income						0.249*** (25.61)
Satisfaction_free_time						0.079*** (9.50)
Year dummies	No	No	No	Yes	Yes	Yes
Occupational status dummies	No	No	No	No	Yes	Yes
Industry dummies	No	No	No	No	Yes	Yes
Constant	6.818*** (82.08)	6.115*** (58.83)	5.757*** (42.72)	6.590*** (47.10)	0.401 (0.46)	0.100 (0.12)
Observations	47038	46656	46553	46438	24490	24293
R ² -within	0.003	0.008	0.011	0.033	0.066	0.180

* p < 0.10, ** p < 0.05, *** p < 0.01.

Notes: t-statistics are in parentheses. Job satisfaction is measured on an 11-point scale. All regressions are based on the years 2002–2009 and the whole sample.

Source: Own calculations

Table 2: Ordinary least squares regressions on the effect on working time arrangements on satisfaction

	(1)	(2)	(3)	(4)
	Satisfaction job	Satisfaction life	Satisfaction family life	Satisfaction free time
Female	0.212*** (2.88)	0.197*** (3.54)	0.040 (0.55)	-0.218*** (-2.83)
Age	-0.053** (-2.42)	-0.076*** (-4.53)	-0.128*** (-5.87)	-0.065*** (-2.81)
Age ²	0.001** (2.53)	0.001*** (4.42)	0.001*** (5.34)	0.001*** (2.99)
Married	0.079 (1.18)	0.268*** (5.30)	0.830*** (12.59)	0.066 (0.94)
Kids_ul6	0.153** (3.76)	0.045 (0.87)	0.218*** (3.75)	-0.341*** (-4.78)
East_germany	-0.025 (-0.38)	-0.225*** (-4.50)	-0.079 (-1.21)	-0.150** (-2.17)
Health_status	-0.604*** (-17.52)	-0.689*** (-26.48)	-0.443*** (-13.02)	-0.571*** (-15.83)
Parttime	0.061 (0.56)	0.140* (1.70)	0.009 (0.09)	0.208* (1.81)
Limited_job	0.169* (1.65)	0.093 (1.20)	-0.116 (-1.15)	-0.017 (-0.16)
Log_net_income	0.386*** (4.13)	0.149** (2.11)	-0.088 (-0.95)	0.107 (1.09)
Tenure	-0.008** (-2.19)	0.002 (0.60)	0.010*** (2.86)	0.005 (1.22)
Company_size	-0.024 (-0.85)	0.050** (2.30)	0.029 (1.02)	0.051* (1.69)
Actual_wh	-0.005 (-0.85)	-0.001 (-0.14)	0.006 (1.13)	-0.019*** (-3.28)
Reduce_wh	-0.036*** (-6.84)	-0.006 (-1.49)	-0.003 (-0.53)	-0.028*** (-5.09)
Extend_wh	-0.012 (-1.27)	-0.008 (-1.10)	0.017* (1.78)	-0.014 (-1.40)
Overtime_dummy	-0.088 (-1.41)	-0.025 (-0.53)	-0.085 (-1.38)	-0.171*** (-2.61)
<u>O_time (base: o_time unpaid)</u>				
O_time_paid	0.212* (1.85)	0.142 (1.63)	0.008 (0.07)	0.161 (1.34)
O_time_partlypaid	0.308*** (3.25)	0.093 (1.30)	0.059 (0.64)	0.194* (1.96)
O_time_dayoff	0.249*** (2.93)	0.143** (2.22)	0.090 (1.07)	0.297*** (3.32)
<u>Wh (base: wh fixed)</u>				
Wh_employer_directed	-0.170** (-2.26)	-0.064 (-1.12)	0.062 (0.84)	-0.024 (-0.30)
Wh_self_directed	0.170* (1.69)	-0.069 (-0.91)	-0.140 (-1.41)	0.032 (0.30)
Wh_flexitime	-0.110 (-1.38)	-0.191*** (-3.16)	-0.264*** (-3.34)	-0.158* (-1.88)
Evening_work	0.037 (1.12)	0.004 (0.18)	-0.065** (-2.00)	-0.144*** (-4.16)
Night_work	-0.029 (-0.69)	0.026 (0.83)	0.001 (0.02)	0.105** (2.40)
Saturday_work	0.032 (1.08)	-0.002 (-0.08)	-0.032 (-1.09)	-0.067** (-2.17)
Sunday_work	-0.047 (-1.40)	-0.058** (-2.27)	-0.061* (-1.83)	-0.046 (-1.30)
<u>Commutefreq (base: infrequently)</u>				
Commutefreq_daily	-0.024 (-0.42)	-0.035 (-0.81)	0.071 (1.26)	-0.230*** (-3.86)
Commutefreq_weekly	-0.030 (-0.20)	-0.027 (-0.24)	-0.137 (-0.92)	-0.418*** (-2.64)
Work_autonomy	0.197** (2.29)	0.181*** (2.77)	0.002 (0.02)	-0.121 (-1.34)
<u>Economicworries (base: no)</u>				
High_economicworries	-1.177*** (-13.29)	-1.367*** (-20.41)	-0.722*** (-8.24)	-0.831*** (-8.94)
Few_economicworries	-0.532*** (-7.41)	-0.570*** (-10.49)	-0.429*** (-6.05)	-0.380*** (-5.04)
Control variables included*	Yes	Yes	Yes	Yes
Constant	6.236*** (7.94)	9.295*** (15.18)	12.169*** (15.25)	10.251*** (12.42)
Observations	4590	4606	4593	4605
R ²	0.170	0.277	0.118	0.154

* $p < 0.10$. ** $p < 0.05$. *** $p < 0.01$.

Notes: *t*-statistics are in parentheses. Satisfaction with job, life, free time, and family life is measured on 11-point scales. The models include data from the year 2009.

* These variables include industry, occupational status, and leadership position.