

**A study of work-home balance among workers  
in Romania**

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## **Abstract**

The main purpose of this study was the research of work-life balance in Romania. We aimed to investigate the relationship among the work-life interface stressors (e.g., negative emotions, work time, job demands), the coping resources (e.g., work-home balance skill, work-home accommodation strategies, work autonomy, work support, reappraisal) and the outcomes referring to the mental health, to the provision of care and to satisfaction (e.g., job satisfaction, marital satisfaction, satisfaction with work-home balance). We applied an English-Romanian back-translated questionnaire and a semi-structured interview. We gathered a convenience sample of 311 workers through the snowballing technique. The participants answered to the questionnaire voluntarily. Further on, we collected answers to the interview from ten respondents. We offered a single incentive that referred to a promise of a descriptive profile on the basis of the provided answers from which we derive the findings. The participants received the informed consent and we assured them about the confidentiality of the personal data. The statistical methods that we used in the data analyses were the two-tailed Pearson correlations, the t-test, the regression analysis, the structural equation modeling and the Univariate-ANOVA. We analyzed the answers of the interview vertically and horizontally, synthesizing the individual to the group perspectives. The results showed that the skill in work-home balance is more efficient in the prevention of illness and in the experience of satisfaction than the work-home accustoming strategies. Also, the work autonomy proved to have a double role,

moderator and mediator, in the relationship between the time spent on work during a day off and satisfaction. Moreover, the high demands from work in relation to high support from work determined for men greater satisfaction than for women. Furthermore, the findings from the interview revealed that the decisions of the working individuals concerning the care of a dependent have an emotional basis that externalizes through the intermediate of the work-home balance boundary strategies. Also, in dependence of the predominant preference for integration or for segmentation of the domains of life, work and home, we noticed differences in the modalities of adaptation of the people. Eventually, we discuss the obtained results in reference to the previous studies published in the specialty literature. Thus, in acknowledging the cultural differences, we refer comparatively to the prevailed results and to the implications of these. A conclusion is that for a satisfactory work-home balance and for a healthy living the correspondence between the work conditions, the family needs and the preferences of the individuals engaged in performing paid activities within the organizations is of great value.

## **Chapter I**

### **Introduction**

An old Latin teaching about the optimal modality of alleviating stress and living a life in harmony says that “It is a measure in everything” (“Est modus in rebus”, Horatio, Satire 1, 1, 106-107). The studies of the conditions and of the characteristics of the main roles related to the paid and to the unpaid domains of the life of a person are ubiquitous and the main findings of these refer to the enhancing function of work-life balance in rapport to the health status and to the satisfaction with job and with private life (e.g., Greenhaus, Collins, & Shaw, 2003; Grzywacz, & Bass, 2003). Satisfaction and health are states of mind and of body specific to the people independent from the cultural or from the social backgrounds. Still, the research studies on this topic, in English language predominate in regard to the Western populations. It might be the harsh socio-economic transition occurred in Romania that may have impeded the examination of the process and of the mechanism of work-life balance. Yet, based on empirical observations, we affirm that a preoccupation of the workers living in this country is the modality of attaining success in fulfilling the responsibilities related to work and to home. For this reason, we consider that this study may contribute to the expansion of the knowledge from until present. The depiction of the unique and of the general factors that account for the variations in the work-life balance of the people

engaged in activities on the job in Romania constitutes the main purpose of this study. Moreover, through analyzing the data collected from a sample of workers of Romanian nationality and in reference to the previous studies available in the specialty literature in English, to which we had access to, we aim to describe the specific of work-life balance in this population. The issue of work-life balance appears at the confluence between the uniqueness of the human individual and the diversity of the members of the society.

We may affirm about a group of workers that they are successful in the maintenance of the work-life balance if they define themselves and consequently act as individuated human persons, following the growth trajectory through interacting maturely to the environment. In the condition when there is a blockage of the trajectory of the individual growth, the experience of satisfaction is a utopia. In addition, a social homogeneity impedes people to delimitate the borders between their inner life and the outside world. Yet, a society that promotes the uniqueness in diversity represents the base for the individual awareness of the strengths and of the limits of the Ego, for the decisions of acting so that to surpass the inner limits (e.g. self-expression), for the revealing of the needs of the Self in an assertive manner, for the transformation of the interpersonal emotions and for the integration of these in the daily functioning in the service of a flexible adaptation.

The hardship of the socio-economic conditions may impinge the individual to pursue supplementary work. Such a decision may determine an unbalanced living due to the sacrifice of needs in the private life in the favor of the accomplishments and of the benefits (e.g., material rewards, days off) that a person evaluates to be possible to obtain from engaging in job activities. Yet, a continuously sustained

effort to fulfill the obligations derived from the workplace is necessary from the part of the active population in Romania, so that the alignment to the practices and to the values related to the work-life balance inside the wealthy countries, members of European Union, to concretize. Still, such a pursuit may have a negative effect on the organization of the family and on the life developed outside the workplace. To uncover the gap in the knowledge in regard to which factors, in what conditions may contribute to the maintenance of the work-home balance is important in rapport to the attempt of preventing the organizational turnover, the poor performance and last, but not least, the illness. In order to implement efficient prevention programs inside the organizations, the managers and the social workers may need information derived from the studies focused on the examination of the work-life balance

We release the assumption according to which the workers in Romania, more than those inside the developed countries, may be at risk to sacrifice their private life so that to achieve successfully the work obligations. Also, due to the unusual workloads, they may prolong the work, at home. Further on, they may refuse the access to trainings or to advancement opportunities because of the depletion of the internal resources. And the consequence of these is negative on the long-term emotional and physical health. Moreover, living in a country in course of development might associate to an inefficient rather than efficient negotiation of the priorities in the service of the fulfillment of goals and to a dissatisfactory rather than to a satisfactory equilibrium between work and outside work.

If we subsume the above assumptions to the term of empirical characteristics of the work-life balance in Romania, than the following questions arise: how does the

work time and in which way does the negative affect associated to overloads from work and from home impact on satisfaction, is the cognitive reframing or it is the autonomy over the realization of work obligations the factor that is important for the realization of a satisfactory work-home balance, are there gender differences in the work-life balance of the people of Romanian nationality, engaged in paid activities, what are the conditions upon which people from this culture form the preferences that guide the modalities of attaining the work-home equilibrium? These represent our primary research focus of this study.

In the following chapters we aim to pursue the examination of work-life balance in Romania from the perspective of the *cognitive-motivational-relational theory* elaborated in the work of Lazarus (1991, p.87). This states that at the base of the interaction between the humans and the proximal and distal environments, there are three main categories of variables: firstly, there are the “antecedents that refer to the demands, the resources and the constraints that a person must deal to, as well as the personality” factors that refer to the “ensemble of self-believes”, secondly, there are the “mediators that refer to the cognitions, the appraisals about the events and about the available coping modalities”, and lastly, there are the “outcomes” that subsume to the states of well-being and of long-term health.

What are further reasons for which we aim to examine the work-life balance in Romania?

### **1-1: Motivation of this study**

As far as it is our knowledge from until this present moment, in the specialty literature available in English, there is a scarcity of researches focused on the

work-life balance of employees in Romania, examined from a socio- psychological perspective. To exemplify, we mention that we found a single study in which the authors state about the work-life balance in Romania from an economical perspective (Ciutacu, Chivu & Hurley, 2008). However, in a comparative survey, Parent–Thirion, Marcías, Hurley and Vermeulen (2007) report “a relative stable perception of work-life balance” in Romania and stressful work conditions for the manual employees. Moreover, compared to Romania, the levels of mental health across the countries in Europe are higher. To date, we mention the findings of two recent studies evidencing the existence of high rates of anxiety and of depression for the population in Romania (EHEMU, 2010; Florescu et.al, 2009). Beyond reflecting the organization of the society and a relative inflexibility in the pursuit of changes of the workplaces and of the job positions, these findings offer a glimpse into the values guiding the behavior of the active population in Romania.

Another specific related to the work-life balance of the people in Romania, evidenced in a previous study, refers to the impact of the former communist political arrangements of the countries on the gender issues and on the division of household-work (Haragus, 2010). Accordingly, there is a predominance of the traditional gender role segregation in the organization of the unpaid work that remains a practice of the women even if they also engage in a breadwinner role. To further cite the same latter source, the care for the family-chimney proved to associate almost exclusively to a feminine role.

In summarizing, we consider that the main reason for pursuing a research focused on the socio-psychological conditions that facilitate the work-life balance inside the organizations within Romania, a country in course of development, is

that of the depiction of the mechanism at the base of it. Considering the underrepresentation of this research topic in regard to the population in Romania, such attempt is necessary, important and utile. To a certain point, the best-practices of the family-friendly polices may constitute in a guideline that may serve to the managers and to the social workers.

### **1-2: Previous surveys researching work and living conditions**

Numerous comparative studies around the world and especially across the European countries (e.g., European Foundation for Improving Living and Working Conditions, 2008) offer information about the psycho-social antecedent, contingent and consequent factors of work-life balance which are distinct from the other facets of the work-life interface (i.e., conflict, negative spillover, facilitation). The work-home balance refers to a harmonious coexistence within a given individual of a plenitude of roles (i.e., worker, spouse, parent, caregiver, etc). As the authors argue, a series of preconditions (e.g., prolonged work hours, inflexible workplaces and demands overloaded to a stress potential) represent risk factors for the internal equilibrium and for the well-being of the workers (e.g., European Foundation for Improvement of Living and Working Conditions, 2012). A disruption in the smooth course of work-life may alter the health and the performance of an individual. According to the source formerly cited in this Subchapter, in Poland, in Hungary and in Czeck Republic, all of which are East-European countries, the time spent on the job situated to an average of above 40 hours daily, while in France and in Germany, West-European countries, it registered an average below this level. Due to a growing number of studies focused on depicting the consequences of the

implementation of the work-life policies (e.g., Gallie & Russell, 2009), the active population living in Western Europe is aware of the negative impact of the prolonged hours spent in realizing paid activities on health. In contrast, inside the Eastern societies, the risk for the workers developing early impairments in the general functioning, a consequence of the stressful overloads is higher than in the Western societies. Thus, according to the source of the aforementioned recent survey, in the Western countries the difference in the propensity of the workers toward the consumption of substances that may damage the long-term health is rather irrelevant than noticeably. Furthermore, within the East-European countries and from the perspective of the work-life benefits, the rapport between the effort and the remuneration may be yet disproportionate rather than fairly distributed. In such a case, the people activating on the jobs may suffer affections due to the daily encountered difficulties experienced in the fulfillment of basic needs. Consequently, they may be unavailable to respond promptly to the needs of the significant others in the proximal environment. In summarizing, through engagement in time-extended paid activities a worker may be prone to experience an acute state of inner conflict and the feeling of being “caught” between inside and outside job arrangements.

### **1-3: Defining work-home balance and perspectives on the study of it**

We may describe in detail the *state of work-home balance* through an appropriate intermingling between the internal energy (i.e., cognition, attention) and the external resources (i.e., physical or social provisions and supplies) dedicated to the accomplishment of work obligations (i.e., job responsibilities) and of household

(i.e., cleaning, shopping, repairing, cooking), home (i.e., communicating to the partner, playing with the child), leisure (i.e., watching tv) and personal care activities (i.e., pursuing hobbies), all of which we believe that a person needs to do along a limited time-interval (i.e., on a daily basis) and whose accomplishment associates consequently to an experience of emotional relief rather than of mental pressure.

Different from Kreiner, Hollensbe and Sheep (2009) inferring in a previous study that the concepts of “life” and of “home” are synonymous, we refer extensively to “life” to represent a more generic concept than “home”. Through the former, we describe the organizational policies and the support related to the benefits that an organization established that are to be received by the workers so that they would be offered the opportunity to attain an optimal adaptation between work and outside-work environment. Although we found in another previous study a clear delimitation between unpaid work and leisure, the formerly mentioned constituting an activity for which a secondary or a tertiary person except the own self or the beneficiary may pursue, while the later referring to the immediate satisfaction that the actor involved in it acquires (e.g., Miranda, 2011), in this research, we treat the two concepts indistinctively. Briefly, we refer to unpaid work, leisure and family to represent subcategories subsumed in extenso to the term of “home”.

Taken altogether, in this study, we denominate “home” all those characteristics circumscribing the non-existence of a permanently prolonged office-life; this refers to the actual chance that the workers have to form the ability of maintenance of a desired equilibrium between the realization of the external obligations, more or less

congruent to their mental projects and the concrete accomplishment of goals that are consistent, at large, to the social requirements (e.g., pay of the bills) and correspond also to their developmental needs. Mentally pervious and reversible inter-connections between work and home permit to them to commute and to arrange daily activities in a manner that tends to coincide to the state of subjective well-being. An example for the latter affirmation refers to a worker verbally stating the limits within which phone-contacts from home are acceptable during the office hours. The habitual behavior of forbidding these except for cases of strict emergency (e.g., sudden illness of a child) describes a relative non-pervious and non-reversible inter-connection between work and home. In contrast, permitting these up to announcing the reason and the modified time for a scheduled meeting on a certain day is a strategy that refers to a highly pervious and reversible work-home inter-connection. The former behavior has at the base of it a segmentation preference and the latter, an integration preference. The dominant preference of a person regulates the involvement in the work-family processes. A more detailed explanation of these may be found in Subchapter 1-6-2.

In resuming, in this study we focus on the research of work-home balance of the individuals in Romania in terms of a state of mind and body that confers to them the opportunity to fulfill integrally and qualitatively activities that relate to job, to family, to community, to hobbies and to leisure. The standard of integrity implies the presence of a skill in work-home balance (see Subchapter 1-6-1); the standard of quality refers to the final outcome of satisfaction with work-home balance (see Subchapter 1-7-1). These concepts are strongly inter-related.

#### **1-4: Gender differences in work-home balance**

From numerous studies that the authors previously pursued in following the purpose of uncovering the issue of gender differences in work-home balance, due to a space limitation, we mention only a few that we consider to have relevance for this research. Thus, according to the findings of a relative recent survey, the American men employees spend an average of 8.2 hours daily on their job and 1.4 hours with household activities, while the American women employees have an average 7.8 daily worked hours and 2.2 hours spent with household work (Bureau of Labor Statistics, U.S. Department of Labor, 2011). Further on, in Japan, the married women allot almost of their daily time to the provision of care of their children (National Institute of Population and Human Security Research, 2000). In Romania, there is an almost equal work-force of men and of women that occupies the workplaces, but, recently, compared to men, women tend to register longer office-hours and week-end time spent on the job (European Foundation for Improvement of Living and Working Conditions, 2012). According to the latter source, the women workers, in general and the men workers in agriculture tend to surpass the average of 35 working hours per week, reaching to a maximum time spent on the job of 48 hours weekly. It is very probable for a full-time working women in Romania, having an average of eight hours per day engagement in paid employment, to spent between two and four hours daily in unpaid, household work. In a previous survey, the results revealed that in 2010, in Romania, the women registered a weekly average time of 21.1 hours in unpaid work (European Commission, 2010). From the above, we may observe that there are socio-cultural differences in the distribution of the time-resource of men and of women on the job.

In general, all over the world, especially for the women workers, the inflexible work arrangements combined to a relative absence of in-site care for children, to a restricted availability of trainings and to a difficult access to managerial positions constitute in precursor factors of the experience of negative interferences between work and family-roles. Moreover, these conditions predispose them to be more at risk than their counterparts, the father-breadwinners to be forced to struggle for a job-position once they expand the detained life-roles. The work force represented by women, obliged to engage in the care of the family-chimney, before and immediate after the birth of a child, may be “thorn inside” by inner contradictions derived from the over-commitment to multiple responsibilities. It appears evident the fact that, in this case, the “liaison” between the worker and the spousal roles is fragile. For this reason, the implementation of the parental leave policy and the acknowledgment of the gender issues within an organization has a preventive role for the imbalance of workers (Hämning & Bauer, 2009). The motherhood may increase the stress related to performing adequately on the job, as well as inside the household. Consequently, the bread-winner, parent women may tend to accumulate negative overloads from both roles, that of worker and that of household-keeper. Therefore, in engaging in the traditional roles of caring for the child and of maintenance of the household, the women engaged in both, work and parenthood, are more exposed than their counterparts to the risk of a poor fit between the claims coming from the main domains of life, work and home, and the resources available for realizing the priorities of these. Thus, they are more prone than men to higher rates of organizational turnover, illness and poor work performance. In surpassing these issues, besides the legal stipulations that discourage the gender inequalities

inside the working organizations, the provision of organizational support, due to having a buffer function in relation to the accumulation of stress of the working mothers, proves to have a preventive value for them in rapport to the escalation of the role-conflict (Erdwins, Buffardi, Casper & O'Brien, 2001).

Other sources of high work-life imbalance and of mental distress for both, men and women are the individual work status and the increase in the number of children present in the household. In the prevalence of these imbalances that the men workers may experience, the latter cited authors mention the low autonomy in regard to the job duties and the extension of the number of hours spent on work. Yet, a plethora of researches refer to the fact that the dual-breadwinners families are exposed to a risk for the maintenance of a general family well-being, due to a traditional organization of the life-roles inside the household (e.g., Kvande, 2009; Gregory & Milner, 2011). According to the same sources, in the attempt of preventing this, the mutual sharing of home related responsibilities and an equal distribution of the responsibilities inside the family-chimney may weight a great deal of importance. Therefore, in surpassing the gender-role segregation, the implementation of an equal treatment of men and of women inside and outside the working organizations is beneficial for the families and accounts for the maintenance of a satisfactory work-home balance of each individual. Thus, the workers may also experience greater provision of care in relation to their health. In contrast, there is a social organization refraining from removing the principle according to which the basic equal rights for all people are a utopia.

In summarizing, it is important that the organizations create opportunities to implement changes for the availability of family-friendly practices. Through the

acknowledgement of these, the workers may search for organizational supplies and may do emotional and time provisions so that to prevent or to deconstruct the experience of imbalance. The overcoming of it may imply the dedication of an almost equal quantity of resources to the realization of the goals related to household and to job.

### **1-5: Individual and social stressors: impact on the work-home interface**

The factors that affect (i.e., in an undesirable manner) the health of the individuals are generically called stressors. Since “balance and conflict are not opposed ends of the same continuum” (Powell & Greenhaus, 2006), we aim to unveil the conditions that are necessary for the attainment of the state of work-home balance in the case of encountering situations loaded to a stress potential (e.g., negative emotions aroused by the delay of a train in commuting between work and home). This would be possible through the expansion of the knowledge upon the modalities of overcoming the stressors in the service of the maintenance of a state of internal equilibrium. In previous studies, the authors argued that in regard to a proper offer of care for the hired human resource capable of competitive levels of performance, the research of the antecedents of the individual state of work-home balance is indispensable (e.g., Byron, 2005; Pitchler, 2008). This is intricately related to the standards of quality in regard to the obligations derived from the workplace. Moreover, concerning the private life developed outside the work-office, the individuals may have formed criteria of accuracy in regard to the realization of the unpaid work pursuits. For these reasons, the study of the relationship between the stressors and the coping mechanisms in rapport to the outcome referring to the

state of work-home balance, inside a large sample extracted from the active population activating inside the organizations in Romania may further on empower the managers of these to offer adequate care so that to create a healthy environment for the development of paid activities and thus to encourage the performance of the employed human force.

### **1-5-1: Negative work-life interface's emotions**

The study of emotion is an indispensable psycho-sociological instrument for the deepening of the understanding of the individuals, inside and outside the workplaces. For this reason, recently, the authors approached the study of the organizational comportment from a holistic perspective, considering the ensemble of the inner feelings and thoughts of the workers engaged in an outside-office life and delivering paid services inside the organizations (e.g., Rafaeli & Worline, 2001). Identifying the mechanisms through the intermediate of which a person may be able to continue to “follow the road” of the accomplishments without experiencing depletion represents a valuable resource. A reason for this is that the human motivator-factor of the implication in activities has at the base a desirable emotional experience that facilitates the state of work-home balance, and thus the adaptation to the proximal environment. The transgression of the facets of emotions (positive and negative) into their opposite resembles to the relationship between work-home balance and work-home conflict. The negative emotions constitute the opposite pole of the positive emotions that are a result of the environmental encounters to which an individual attributes a cognitive evaluation in terms of benefices for the self and for the others-significant, on the developmental trajectory (Lazarus, 1991,

p. 11). Other authors demonstrated that the negative emotions experienced in work, in home or while commuting between these, constitute premises for the counterpart experience of work-life balance which refers to conflict (e.g., Diefendorff, Richard & Yang, 2008). An immediate consequence of it is the poor performing of attributed responsibilities. Furthermore, the experience of work-home interface's negative emotions derives often from the life events appraised to have undesirable consequences for the self and/or for the significant-others (e.g., affective rejection of the group, disdain of the merits, losing job). Thus, a worker's evaluation of the emotions in negative terms appears from situations loaded to a non-adaptive potential.

### **1-5-2: Work-time arrangements**

There is more than a decade since the authors in Western countries focus the study on the impact of the flexible and of the shift-work on the well-being of the individuals (e.g., Barnett & Gareis, 2000). A conclusion of such examination is that the time-permissive arrangements are beneficial for the workers. Further on, in the case of dual-breadwinners, if a partner of the couple, especially female engages in part-time work, this condition prevents the ill-being of the entire family system (e.g., Strazdins, Clements, Korda, Broom & D'Souza, 2006; Warren, 2004). Moreover, in a relative recent meta-analytic investigation of Caruso, Hitchcock, Dick, Russo and Schmit (2004) showed that the number of researches examining the effect of the work-time on the different facets of the work-life interface (i.e., conflict, balance, spillover) and on the components of illness (i.e., physical, mental) is increasing. A possible explanation of this is the recent growing number of

work-life policies stipulating norms that regulate the rapport between the work-overloads and the consequent allocation of recompenses. Yet, we believe that in order to delimitate the problems that impose remedy, the preoccupation for the health and for the performance of workers should manifest concretely through cross-cultural, comparative examinations of the conditions of optimal work and of the fair effort-benefits proportion that may differ as a function of the length of the mandatory time on the job and of the socio-economic wealth. This approach may be helpful for the managers of the organizations in various countries in their attempt to prevent the impairments in the superior adaptation to the proximal environment of the office-workers. Further on, the study of the length of time dedicated to paid activities may offer valuable information in reference to the adaptability of the human force in relation to the environmental changes occurred in the conditions of work and in the organization and structure of the family-system. However, we assume that the scheduling of the work-breaks and of the actual work-time associated to the material (e.g., money) or to the non-material (e.g., time off) rewards constitutes also a pre-requisite of the success in work-home balance. A fair rapport between the work-effort and the fulfillment of outside work-goals coincides probably to the need of the majority of workers.

Taken together, in this study we aim to research the normal and the prolonged work time. We refer to the normal work time to define the limit of eight hours of daily work. The prolonged work time is a term that comprises the changes in the standard norm of eight hours of daily time spent on job activities, such as are the nine to 12 hours work-day and the week-end work.

### **1-5-3: Demands from job and from home**

Job demands constitute another stressor affecting the interface between work and home. These represent requirements experienced during the time spent on the job, the facing of whose surpasses the adaptation capabilities available to an individual at a certain moment (Karasek, Baker, Marxer, Ahlbom & Theorell, 1981). The attempt to confront the job demands, due to the insufficiency of resources, has the consequence of emotional depletion. In support of this affirmation we mention a cross-cultural research (Spector, Allen, Poelmans, Lapierre, Cooper, O'Driscoll, Sanchez, Abarca, Alexandrova, Beham, Brough, Ferreiro, Fraile, Lu, C.Q., Lu, L., Moreno-Velázquez, Pagon, Pitariu, Salamatov, Shima, Simoni, Siu, Widerszal-Bazyl, 2007) according to the results of which the demands derived from the domain of life circumscribing the engagement in paid activities represent a precursor factor of the work-home disequilibrium. In addition to the obligations related to work, a person may have to fulfill household demands. Activities unrelated to the domain of paid work, but which impose on the individual the obligation to pursue them, for the realization of which a person may have a potential to respond adequately, but might also need a surplus of coping resources, momentarily unavailable, circumscribe the term of home demands, the counterpart of work demands. In a previous research, Voydanoff (2005) referred to the work-home balance through the frame of an equitable rapport between demands and resources, in both domains of the life of a person, work and outside work. We complete the above conceptualization with the remark that the transference of skills and of knowledge may a valuable asset of the actualization of the state of work-home balance in the condition of multiple solicitations.

#### **1-5-4: Other environmental characteristics of work and of home**

The mismatches that an individual might experience among a chosen career path, the actual offer of conditions for fulfilling job activities, the scheduling and the meaning of work and of the family-life may constitute in a cumuli of stressors. A non-correspondence between the internal preference of a person for developing work and family activities and the offer of environmental opportunities to harmoniously joint the life-roles represents a precondition of an unbalanced living. Moreover, if a person encounters numerous constraints in the pursuit of goals, than the consequence on that person is the imbalance of roles (Marks & MacDermid, 1996). A constraint may result from a perceived, mental discrepancy between the priorities that the organization imposes on the worker to fulfill and the realistically planned to attain, self-congruent goals, grounded in social desirable aspirations regarding the proximal accomplishments. The experience of numerous constrains in a short time interval may determine illness. To counterbalance, a person may need awareness of the frustrations and opportunities to fulfill the needs. Fantasy may serve only to a certain point to the prevention of illness appeared consequently to a long-term incongruence between external conditions and internal possibilities to pursue actions that are in accord to the needs. Furthermore, the insufficiency of resources may determine an impulsive behavior through which a worker may act without considering the best interest of the others-significant from the inside or from the outside the workplace. The experience of an internal incongruence, manifested through a disruption in the smooth course of life is detrimental for the final outcomes in the paid domain of activities and for the health. It is a state of

work-home imbalance, of disharmony between the ideal, expected Self and the actual Self (Valk & Srinivasan, 2011).

In contrast, through the congruence between the preference for separating or for unifying the palette of active roles and the actual behavioral possibilities that an organization may offer to an individual for concretizing into practice the pursuit of the predominant acting tendency, a person may establish a comfortable work-home border (Kreiner et.al., 2009). Therefore, the governmental implementation of work-life policies empowers the organizations to the potential to create opportunities that fit to the behavioral preferences of the workers. Moreover, in another previous study, the authors stated that through the available work-life benefits the organizations offer to the workers opportunities to access the adequate modalities to express their need of support; these are necessary for them in the attempt of maintenance of the equilibrium between work and home (Casper & Buffardi, 2004).

#### **1-6: Coping resources for a satisfactory work-home balance**

The adaptation to the environmental demands is a probe for a good functioning of a person. The maintenance of this condition in the case of stressful encounters implies the enactment of the coping mechanisms. If propagated along time, the mental and physical condition of good functioning permits to an individual to experience the work-home balance and to protect from depletion. As Crowe and Higgins (1997) pointed out ubiquitously, in the attempt to conserve energy, the workers enact two categories of strategies: those focused on the needs of self-growth and those focused on the needs of protecting the Ego from failure. The

first category refers to the emotional control and the latter refers to the skills. These have the role to prevent the person from the experience of dissatisfaction and from illness. In reference to the counterweight of the effect of a stress encounter on the state of work-home balance of a person, the coping process may imply to find internal and external resources that permit to that person to continue to a search for chances in order to operate realistic changes within the daily living so that to re-establish the equilibrium. In addition, it may imply to re-gain control over the happen-stance events and thus to minimize the undesirable effect of the stressors on the temporarily lost disequilibrium that is consuming rather than energizing, therefore impeding the growth of a person. In taken altogether, in the attempt of actualizing the state of work-home balance, the identification of the priorities in the fulfillment of the needs and the access of the resilience resources are coping mechanisms.

#### **1-6-1: The skill and the accommodation strategies in work-home balance**

A tool is necessary to a mechanic in order to advance in the work. A skill is a psychological instrument through which a person is able to prolong in the environment, thus operating transformations in the interest of self and of the others. A person may make inferences about how the daily decisions and about how the scheduling of activities effect upon the state of work-home balance. Such a predictive attempt requires a set of cognitive and affective instruments, abilities. Since the job-skills refer punctually to the accomplishment of paid activities, these are insufficient in order to estimate the presence or the absence of an ability related to the attainment of the state of work-home balance.

In the previous specialty literature that we found available in English language, the conceptualization of the main topic of our study that is work-life balance, in terms of “skill” is almost inexistent. In a single previous study of Basuil and Casper (2012) we found a reference to work-home balance in terms of self-efficacy. Therefore, we believe that referring to the work-home balance through the attribute of a skill constitutes an original aspect of this research.

We assume that the skill in work-home balance is a behavioral set that a person may acquire through exposure to the organizational work-life regulations and through experiential learning. It constitutes in a sort of intrinsic guideline that an individual follows so that to maintain an inner state of calmness that contributes to the realization of qualitative outcomes along the work process and outside the office, in the private life. We imply the existence of a skill in work-home balance that probably facilitates the maintenance of satisfaction with work-home balance. Moreover, we also assume that such a skill prevents the impairments in health.

From the following quoted reference studies (see also Chapter II) we gathered theoretical and empirical evidence to distinguish the skill in work-home balance from other strategies of adaptation of the office-life to the family and to the household-life. Thus, we mention that in reviewing the previous specialty literature to which we had access to and in reference to the work-life interface, the authors of three recent studies focus their examination on the work-home accustoming strategies (Keene & Quadagno, 2004; Mennino & Brayfield, 2002; Wierda-Boer, Gerris & Vermulst, 2008). These represent behavioral modalities that people enact so that to diminish the overloads from work or from home. The enactment of these appears consequently to a multitude of obligations that impose on the person the

pressure to pursue actions toward fulfilling these, at an approximate simultaneous time. In adopting these strategies a person confronts to an incongruity in the fulfillment of the needs and therefore tends to allocate more resources to a domain of life (i.e., home) than to another (i.e., work). Thus, the specific of the work-home accommodation strategies refers to an imposing on a person of the sacrifice of the realization of certain goals, either in work, or in home. This may depend more or less on the hierarchy of the established emergency of pursuing activities that correspond to the fulfillment of needs. In rapport to this, an evaluation of the order in the pursuit of the priorities may be necessary. In summarizing, the work-home accommodation strategies contribute only apparently to the reestablishment of the equilibrium between work and home. In fact, on long-term, these may be detrimental to it, constituting in pre-determinants of the work-life imbalance or conflict. An explanation of the adverse function of the work-home accommodation strategies refers to numerous unfulfilled needs that may affect negatively the functioning of a person.

Balance and conflict are qualitatively different from each-other (e.g., Powell & Greenhaus, 2006). In taken altogether, we may imagine balance and conflict as tangential spheres of the work-life interface of a person. Yet, in practice, the components at the base of the mechanism upon which these occur and transgress into each-other may be completely separate and unique.

### **1-6-2: The work-home boundary strategies**

Distinct from the aforementioned work-home accommodation strategies, other authors make reference to the tactics of integration-segmentation of work and of

home domains. These have at the base the predominant tendency or preference of a person to construct at the border between work and home “mental fences” (Ashforth, Kreiner & Fugate, 2000). The role of these is to inter-connect the main domains of life. The latter aforementioned authors refer to the permeability and to the flexibility of the boundaries between work and home. The limits up to which the happenings in the work domain become evident, or, on the contrary, are hidden to the home domain describe the permeability of the work-home borders. This characteristic resembles to the property of a material object, the transparency. It refers to the degree up to which a worker permits to a fact experienced in one domain of life (e.g., work) to be more or less hidden to the counterpart domain (e.g., home). The flexibility of the work-home borders refers to the degree of extension of a domain into another (e.g., Currie & Eveline, 2011), such as it is the case of those work activities carried at home. This depends on the personal, but also on the environmental characteristics (i.e., the attitude of the family members toward prolonging work time while at home; the attitude of the work colleagues, supervisors toward dealing with home matters during the obligatory work hours). The reversibility of the work-home interconnection may also depend on the type of job activities. Those jobs whose realization depends on instrumentation that may be available only in the workplace may restrict more the flexibility of the borders of the workers than the telework type of jobs. Having the function to interconnect the multitude of the roles correspondent to the domains of the life of a person, the pursuit of actions in accord to the behavioral preferences for segmentation or for integration constitutes a prerequisite for the state of work-home balance (e.g., Kreiner et.al., 2009). According to this source, each worker has formed along time

an individual predisposition toward acting predominantly in either way, through intermingling or through separating work and home. In paraphrasing, each person engaged in paid work and in the pursuit of outside-office activities has a constant and a stable across time, dominant predisposition to act so that to segment work and home or so that to integrate these domains of life.

In taken altogether, we may describe the work-life interface of a person through both, the work-home boundary tactics and the work-home accommodation strategies. Yet, in practice these constitute different objects of study. Moreover, even if we may refer to a person through the skill in work-home balance, these may be different from it. Only from a theoretical perspective these preferences describe pure types. The categorization in terms of preferences toward segmentation or toward integration is a conceptual perspective similar to that of the personality traits. Howsoever, both, the skill in work-home balance and the work-home boundary tactics represent modalities of coping. These may assure the success of a person. Yet, the ambiguity of the hierarchy of priorities appeared in favoring or in sacrificing the fulfilling of activities in a domain for the obligations held in another, as it is the case of work-home accustoming strategies, the pursuit of a certain behavioral choice, in close dependence to a punctual context and to a time-specific situation, may determine inter-role conflict and even a dissociation of the person from the needs of the Self.

### **1-6-3: Job autonomy and control over home demands**

To counterbalance the negative effect of the work demands that change upon the influence of the socio-economical conditions, a fact that has a negative impact on

the state of health of a person, an autonomous functioning of a person constitutes in a valuable coping mechanism. The authors of the previous studies mention a flexible control over the fulfillment of paid and of unpaid activities among the main factors that contribute to the state of balance of a worker (e.g., Couser, 2008; Voydanoff, 2005). From the cited references we may notice that in regard to diminishing the effect of the stressors on the state of well-being of the persons living in Western societies, the personal control related to the accomplishment of work and of home obligations is, from our knowledge, well-represented in the studies available in the specialty literature in English language. We consider that it deserves a great deal of consideration in the population of Romanian nationality.

We refer to autonomy in terms of an environmental offer of a proper context for the development and for the expression of an individual set of abilities for dealing successfully to the challenges appeared within a domain of life (i.e., work or home). The authors of previous studies referred to job autonomy in terms of psychological job control, defined as personal decision over the time and over the modalities related to the accomplishment of the work obligations (Kossek, Lautsch & Eaton, 2006). Through the autonomy over the job activities a person assumes the responsibility for the quality and for the promptitude of fulfilling these. Through home autonomy a person engaged also in paid activities has control upon the realization of the household-related assignments, organizing the schedule and adjusting the internal energy so that to have a good timing to fulfill properly these. Other authors demonstrated recently that the more the individuals have available numerous modalities for realizing the job pursuits and the more they have endowment to the power of decision over these, the more healthy (Kuper &

Marmot, 2003) and balanced (Valcour, 2007) they are. In reformulating, the internalization of the abilities related to the control over the realization of the activities in the service of performing qualitatively the work and the home responsibilities in a planned order and in utility time prevents a person from facing inner conflicts. It might be a life-long learning process. Also, through autonomy that constitutes in itself a resource, a person is aware of the consequences of the present actions upon the future development. The practice of an autonomous behavior assures a successful state of work-home balance; thus, a merit of detaining autonomy in the pursuit of the obligations, in work and in home, refers to the possibility of a person to experience satisfaction from enacting various life-roles. For these reasons, we consider that the study of this characteristic weights a great deal of importance.

#### **1-6-4: Control of emotions: reappraisal and suppression**

In the model that Voydanoff (2005) elaborated, the author stipulated that through positive mental evaluations about the availability of resources for realizing the objectives related to job and to home, a person may delimit conveniently the work-home boundaries. An immediate consequence of the positive appraisals of the emotion that “accompanies the person everywhere” (Rafaeli & Worline, 2001), which is therefore inherent to the development of paid and of the unpaid activities, is the accomplishment of a bi-directional work and family fit. According to the latter cited source, the study of the working individual separate from emotion is an artificial and an unrealistic pursuit. The positive affectivity is a premise for subjective well-being and for work-home balance. Reappraisal is a cognitive

change in the frame upon which a person conceptualizes the emotions (Gross & John, 2003). Through it a person modulates the intensity of the affect. Thus, it has a protective function in rapport to the appearance of an overwhelming experience. A worker enabled to the coping resource of controlling the emotions that are latent to any work or outside-work activity, transforms the expression of these. Briefly, if the cognitive mechanism of dealing with the internal states of mind guides the actions of a person all over the day then it constitutes a base for responding adequately to various situations occurring in both domains of the existence, work and outside work. Therefore, reappraisal represents a fruitful resource in appropriately facing the challenges and in adapting flexibly to the work and to the outside work contexts. In support of these affirmations we mention the findings of a previous study according to which the appraisal of emotions in a positive manner inside the bread-winner families is a facilitator factor of a combination of needs which corresponds to the expectations of the roles related to work and to home (van Steenbergen, Ellemers, Haslam & Urlings, 2008). Reappraisal is different from the suppression of feelings that permits the accumulation of the frustrations of needs. Thus, it impedes a person to experience a smooth commuting of the roles. Through the fulfillment of needs, a person accesses an internal feeling of congruency; thus, this is an attempt in the service of work-life balance (e.g., Gröpel & Kuhl, 2009). On the contrary, through the suppression of emotions, a person refrains from externalizing the inner world and the consequence of this is detrimental for that which constitutes the premise of the state of work-home balance, the interconnection between the needs of the Self and those of the others. Moreover, although through both, reappraisal and suppression, a person is able to control the

emotions, the latter is a rigid rather than a flexible mechanism of adaptation, constituting a premise for the accentuation of the incipient symptoms of mental illness (Dennis, 2007).

### **1-6-5: Work support and home support**

The results of previous researches show that there is a double function of support in rapport to the health of the individuals: buffering and protective (e.g., Marmot, Siegrist, Theorell, 2006). The authors observed this in large cohorts. Therefore, we consider that in an extended examination of the precursor factors responsible for the state of work-home balance of individuals in Romania, the depiction of the optimal conditions in which the activation of support is a veritable coping resource instead of a buffering factor in the maintenance of it, weights in importance to a great deal.

In considering a general definition, we mention that the mutual offer of emotional and of instrumental resources, which circumscribes the concept of “support” (Stansfeld, 2006) confers a premise for a person to experience a healthy, balanced living. In the preventive attempt of the buffering effect of support, a reciprocal positive inter-perception and emotional availability, that is a genuine concern for the well-being of the significant-others existent in the proximal environment is necessary. The support in work and in home is important especially for the working women in order to overcome the experience of “emotional rupture” from the paid work, appeared consequently to the pregnancy and to the birth of a child. Therefore, in returning to work in the incipient stages of the motherhood period, especially for them, an optimal intercourse between the parental-role and the employee-role constitutes in a challenge. The support is a resource through

which the employees may overpass the latent stress and the mental strain appeared in work and in home. It has a protective function in rapport to the workplaces that are at risk to confront high rates of turnover, especially from the part of working mothers (e.g., Erdwins et.al., 2001; Foley, Hang-Yue & Lui, 2005; King, Botsford & Huffman, 2009). A condition additional to the organizational norms (e.g., parental leave) that permit the experience a harmonious household life and a good-performance on the job is the mutual emotional support of the life-partners in the service of the adaptation to the new role of parent developed in parallel to that of the worker. In surpassing the difficulties encountered in this stage of life through the individual state of work-home balance of the adults, members of the newly formed family system, they may maintain the cohesiveness and the well-being of it.

### **1-7: Outcomes in the study of work-home balance**

There are numerous benefits appeared from overcoming the stressors that are noxious for health. The maintenance of a successful equilibrium appeared consequent to the match between solving paid and unpaid responsibilities may permit to the actor of it to contribute significantly to the realization of quality activities related to job and to home. Moreover, if the consequence of the state of work-home balance is a surplus of energy, this may confer to a person the chance to offer the emotional available resources to provide a meaningful care for the significant-others existent in the proximal home environment. In addition, the state of work-home balance in itself is a resource through which the organizations may combat the escape of the individuals from accomplishing obligations, their poor performance or unhealthiness. According to Lazarus (1991, p.267-269), advancing

in the pursuit of the mentally anticipated goals and projects is an attempt that determines an inner positive feeling, such as satisfaction or joy. Furthermore, the aforementioned author states that illness constitutes a result of the presence of inefficient, inadequate, inaccessible or insufficiently developed individual resilient resources. In taken altogether, the relationship between the organizational provision of resources for the individual work-home balance (e.g., work-life benefits) and the equilibrium (e.g., mental health) of the members of the groups engaged in performing paid activities for that organization is therefore reversible rather than unidirectional.

#### **1-7-1: Satisfaction with work-home balance**

Conceptually and practically, the organizational work-life balance policies are distinct from the actual, convenient interweave of the fulfillment of needs. Through this we describe the satisfaction with work-home balance. In a previous study, the author referred to the latter in terms of an experience of congruence between the mentally anticipated goals, in work and in home and the practical actualization of these within a delimited time interval (Valcour, 2007). Therefore, we may describe a work-home balanced person through the success acquired in the maintenance of an inner state of satisfaction derived from the correspondence between the mentally desired and the practically realized accomplishments in the main domains of life. It is perhaps the feeling of inner tranquility that constitutes the base of the experience of satisfaction with work-home balance, a motive for which we conceptualize it as a polarity of the existential anxiety. The modalities to reach to the experience of satisfaction with work-home balance are specific to each individual, but may also

depend on the organizational culture, upon the job characteristics and on the family structure. These form a series of preconditions that may foster, or on the contrary, may disrupt it. However, in permitting to the individuals to arrange the activities in a manner that coincides to a subjective state of well-being, the organizations create a prerequisite of a healthy living.

### **1-7-2: Satisfaction with job and with home-life**

The inside and the outside-office spheres of life circumscribe the intricately related or the separately delimited compartments that correspond to the palette of roles that a person engages in, at a certain moment of time. In this study, we refer to job satisfaction, to marital and parental satisfactions and to general home-life satisfaction. The authors of the previous studies subsume the concept of satisfaction under the term of attitudes (Greenhaus & Parasuraman, 1999). Such experience permits to an individual to continue to value the object that determined it. In synthesizing, a guide in regard to the understanding of the behavior and of the consciously chosen to enact decisions is the degree of satisfaction that a worker experiences.

In alignment to the previous study of Judge, Ilies and Scott (2006), we refer to *job satisfaction* in terms of an attitude that contains a sufficient quantity of positive affectivity, expressed in the manner of appreciative, rewarding, through which a person operates to conceptualize in an opinion the activities, the relationships and the other characteristics (e.g., ambient) related to the workplace. It constitutes a factor responsible for the quality of outcomes in paid activities and for the intention of continuity on the job. We already mentioned, in Asian, as well as in Eastern

European and Latin American countries, the overloads from work constitute a precondition of the experience of job dissatisfaction (Spector et.al., 2007). In brief, the disproportion between the invested resources (e.g., effort) and the ultimately obtained results (e.g., encouragement, praises, financial rewards, etc) constitutes a cause of the disengagement of a person in the pursuit of paid-work activities.

In the counter-paired domain of life, the perception of the conjugal partner and of the couple-relationship through the frame of mind of high-quality circumscribes the domain of *marital satisfaction*. Furthermore, the positive “lens” through which a person conceptualizes the relationship to the child, the parental attributions and experiences refers to the *satisfaction with the parental role*.

Since the individual is a whole, we assume that the more experience of dissatisfaction in a domain of life (i.e., unpaid work) has the consequence a feeling of energetically depletion and of an unavailability for facing new challenges in the other domain (i.e., paid work). Furthermore, although less researched, the single individuals may also develop a private life outside the workplace (Casper, Eby, Bordeaux, Lockwood & Lambert, 2007). Moreover, those searching for a job encounter a special issue of work-home balance. Yet, although the fulfillment of certain needs may be at the fantasy level, if the singles appraise the outside-office experiences in terms of positive affectivity, than we infer that this constitutes an indicator of the unpaid domain of life of them. We describe this through the term of *general home-life satisfaction*.

In summarizing, singles and those having a spousal and/or a parental role(s) are prone to derive more or less satisfaction during the hours that they spend in mental and in physical engagement in rapport to the office and to the outside office

preoccupations. Thus, these attitudes transgress into an individual guiding-value. If loaded to a sufficient quantity of positive affectivity, these confer an indication about the future behavior of a person attached to the relationships developed within and without the workplace. These include the rapport to the contents and to the outcomes related to job and the modality of conceptualizing and of behaving in relation to the family-chimney and to the household chores.

### **1-7-3: Health**

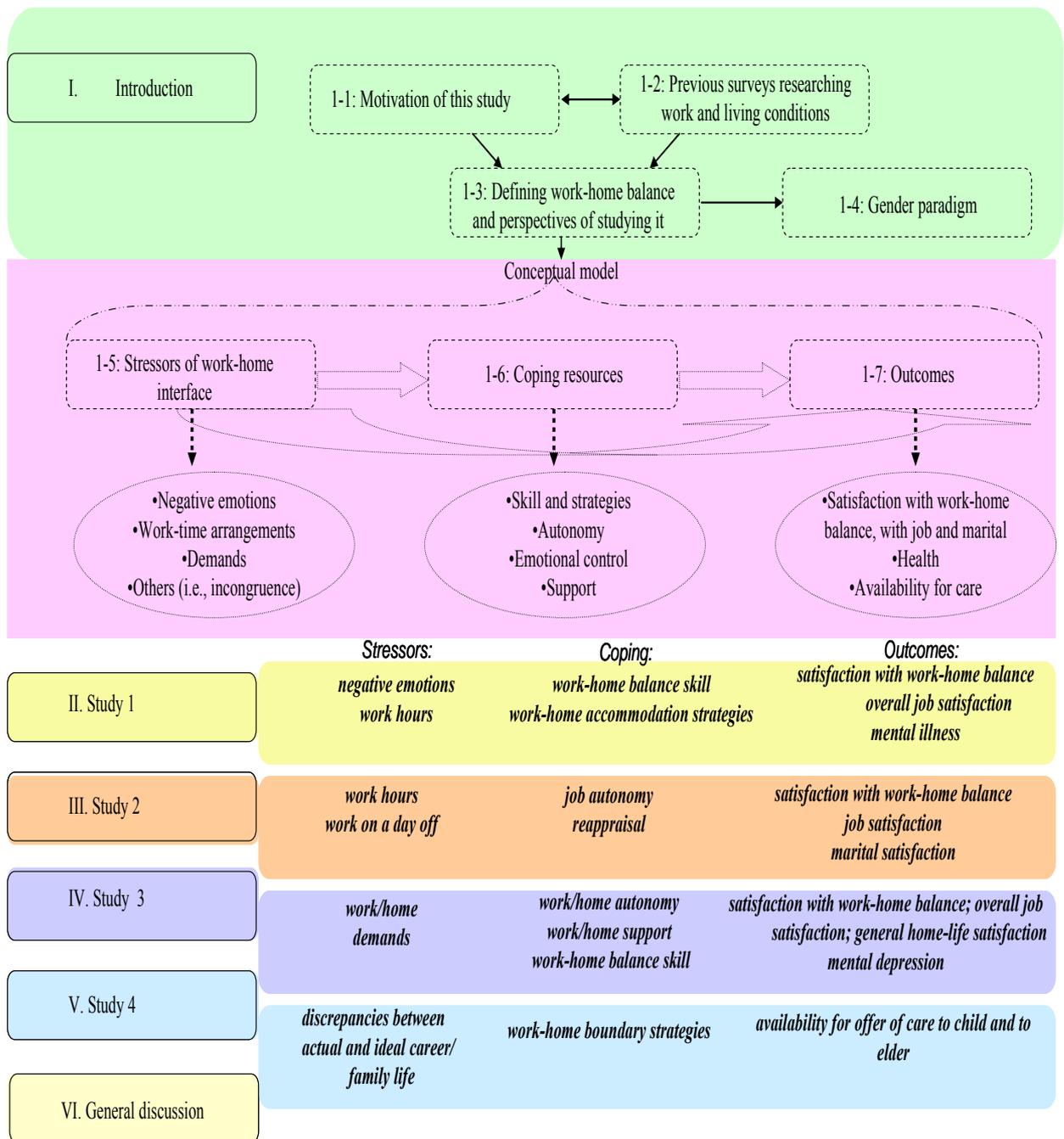
According to the American Psychiatric Association (*DSM – IV-TR*, 2000, 4<sup>th</sup> ed., text rev., p.48), a superior functioning refers to the absence of the mental disorders or of the symptoms of illness that impairs the responsibilities. In reference to the state of work-home balance, in previous studies, the authors state that the implementation of regulations that consider the rhythms of life of the workers has a preventive value for their mental illness (e.g., Caruso, 2008; Couser, 2008). More precisely, the family-friendly legislation constitutes a resource that protects the people working in an organization from the appearance of symptoms of severe depression. Therefore, a reason for difference in the rate of illness between Eastern and Western countries is the misfit of the needs of the workers into the available norms. In contrast, a smooth interplay between work and family permits a good functioning of the human force inside the organizations; consequently, the optimal adaptation to the responsibilities predisposes a person to experience less anxiety than the conflict between these domains (e.g., Grzywacz & Bass, 2003). In taken altogether, there is a strong interrelation between the maintenance of a satisfactory work-home balance and a good health condition.

#### **1-7-4: Inner availability for offering proper education and care to the significant-others**

A cause of the inner conflicts that are detrimental for health is the improper juggling of the roles of life. This may appear from the refraining of the assertive self-disclosure and it may further on cause a neglect of the needs of the self and of the others. The inner availability in offering proper care to the significant-others refers to an empathic concern for the state of being of them. This attempt is practically realizable through a daily-basis enactment of a series of strategies derived from the preference toward segmentation or toward integration of the domains of life, work and home. The actualization of these may depend on the environmental conditions (e.g., permissiveness of the workplace in rapport to home matters, understanding from the part of the family-members in rapport to the emergencies and to the deadlines that the job activities impose on a person), but may also be a consequence of the modality in which the individual chooses to manage the available resources. Yet, these may be hard to access. The practice of work-home boundary strategies across a day might empower a person to a modality of action that permits a permanent re-filling of the mental and of the physical energy necessary in facing the new challenges associated to the experience of care-giver in home. This is a unique type of unpaid work from which high levels of stress may derive.

More precisely, the depletion of internal resources, appeared consequently to a stress experience (e.g., overloads on the worker role, multiple and divergent spousal, household and parental responsibilities) impedes on the quality of the outcomes

related to job and to home and also on the availability to care for child or for a sick relative (e.g., Duchon & Plowman, 2005; Shanafelt, 2009). The latency or the insufficiency of the resources for pursuing various activities represent causes of a poor performance in the worker or in the care-giver roles and this may consequently predispose the actor of it to social isolation and to illness. On the contrary, the mental and the instrumental provisions and supplies, such as are the social-network or relative constant levels of positive affectivity derived from pursuing enjoyable activities (e.g., hobbies) are necessary for overcoming the stress derived from work or from home. Moreover, a satisfactory balance of roles may cause to a person a facile access to those internal resources that facilitate the further care for the needs of the others. In addition, through the maintenance of the work-home equilibrium, an individual may have available energetically resources for the case in which unexpected external situations occur (e.g., sickness of a child). This may also confer to an individual a “bank of time” (Kreiner et.al., 2009) necessary in surpassing an impasse or a critical, crisis-moment of life. Allowing a mental commuting of the thoughts loaded to a negative affectivity and a mental reinforcement of the gratifying experiences related to the performing of the roles may strengthen the emotional and the behavioral availability of a person in further on pursuing the care-giving and other responsibilities.



**Figure 1** Map of the concepts in this study

## **Chapter II**

### **The role of the skill in work-home balance and of work-home accustoming strategies in satisfaction and in mental health**

#### **2.1. Problem and purpose**

For dealing satisfactorily to the responsibilities, in work and in home, a person activates various coping modalities. Still, how does a person face the stress associated to the negative emotions experienced at the interface between work and home, appeared consequently to those external conditions that are inadequate in rapport to the needs? Does a skill in work-home balance is more efficient for the satisfaction and for the health of a person than a series of work-home accustoming strategies? Having as starting point these questions, we elaborated the study that we present in the following. We refer firstly to the theoretical background of it.

Thus, in previous researches, the authors investigated the coping skills of the work-life interface, out of which, to enumerate only a few, we mention: the social support (e.g., Valk & Srinivasan, 2011), the control over work demands (e.g., Valcour, 2007), the mental unwinding from the negative psycho-social instants at work (e.g., Sonnentag, Kuttler & Fritz, 2010), the construction of permeable and of flexible work-home borders (e.g., Kreiner et.al., 2009), the self-efficacy (e.g., Basuil & Casper, 2012). The work-home accommodation strategies are also a resource that people often use to cope to the challenges encountered at the

cross-over between the domains of work and of home. We already mentioned in an above section of this study that the enactment of these implies the fact of the workers favoring more the assignments and the immediate fulfillment of needs in either domain of life, work or home. Thus, they base the decisions of action on neglecting to care of specific matters related to work (e.g., cut off the schedule) or to home (e.g., cut off leisure activities). Devoting inner resources for an almost exclusive accomplishment of obligations related to work or to home represents a risk for the experience of bi-or unidirectional intrusions of work into home (Kreiner et.al., 2009). In brief, through the choice of numerous work-home accommodation strategies, those engaged in paid activities produce imbalance in their life (Wierda-Boer et.al., 2008); struggling to re-establish the state of balance through enacting the work-home accommodation strategies produce on long-term more harm than restoration (Keene & Quadagno, 2004).

Therefore, the following problem arises: what kind of coping weights the most in preventing the workers from the experience of long-term stress? The social skills (e.g., self-disclosure) alleviate the interpersonal stress (e.g., Cohen, Sherrod & Clark, 1986). We imply that, in a similar manner, for the experience of success in work-home balance, a coping skill referring to the realization of the equilibrium between domains is necessary. Through it, the workers may manage to fulfill the needs and to detain available resources for the pursuit of the obligations in a manner that permits to them an optimal adaption to the proximal environment. Moreover, this skill might enable them to allot energy proportionately to the fulfillment of their needs and to the requirements of the multiple domains of life. Thus, through the skill in work-home balance, the individuals may conserve their

material and time provisions and may produce supplies. Furthermore, through the enactment of this skill, the workers would feel emotionally and cognitively available for various, spontaneously appeared assignments. People internalize this skill through experiential learning.

In pursuing this study, we intend to clarify whether the two coping styles referring to the work-home balance skill and to the work-home accommodation strategies are equally efficient for the state of work-life balance of the persons engaged in the production of outcomes inside the organizations in Romania.

Secondly, in the following we present the findings of the previous researches constituting the base of the hypothesis model of this study.

The daily hassles, appeared from the recurrence of emotions, such as irritation, frustration and fury (Hudiburg, 1996) are counterproductive to an active presence of the workers in the pursuit of activities. A reason is that these discrete negative emotions, appeared in work, in home or during commuting between work and home, may transfer and may have an undesirable impact on the performing of responsibilities. Judge et.al. (2006) demonstrated that the emotions loaded to a stress potential (e.g., fear, guilt) are precursors of the work-family conflict and contribute to the decline of the satisfaction with job. To counterbalance the effect of the work-home interface's negative emotions, various coping processes may occur. Applied research in organizational settings has shown that the state of work-home balance protects the work-force of individuals from symptoms, such as are those of anxiety and of depression (Grzywacz & Bass, 2003; Grzywacz & Carlson, 2007; Hämming & Bauer, 2009). In other previous review studies, Couser (2008) and Carouso (2008) mention that the family-friendly practices that constitute an

adjuvant of the healthy behavior of the workers and thus a factor that impedes the development of secondary or of tertiary symptoms of depression. These practices regulate the behavior of the workers. We release the assumption according to which the skill in work-home balance is characteristic that forms through the intermingling of the exposure to the environmental opportunities and of the ability of a person to learn from experience. It constitutes a resource that increases the satisfaction related to job and to work-home balance. Moreover, through enacting this skill on a daily basis, we infer that a worker may decrease the propensity to illness.

Further on, there is another factor that may determine impairments in the daily functioning of a person. Precisely, the unsocial work-hours (e.g., extra-time on the job, night-shifts) diminish the resources that people have available to invest in the realization of the household chores. The authors stated in the previous studies that the extension of the hours spent on the job has a positive association to the time-based and to the strain-based interference of work into family (Spector et.al., 2007). Therefore, the increases of the overloads from the paid domain of life in the detriment of the fulfillment of counterpart obligations generate a dissatisfactory work-home balance. Furthermore, the manifest choices for a work-home balanced existence have the role to protect the individual from the transformation of the stress derived from the work overloads into ill-being (Charles & Harris, 2007). In a condition of extension of the time allotted to the job, exercising control of work-demands facilitates the satisfaction with work-family balance (Valcour, 2007).

To counterbalance the negative effect of incomplete work-life policies and of the

extended time on the job, we mention the precursor factors of the refilling of the mental energy of workers referring to the emotionally nurturing relationships and to the success in work. These are also consequences of the quality of family and leisure time, including the personal-care activities. If available to the workers, these are efficient coping modalities that contribute to the strengthening of the state of work-home balance (Sakazume, Bakker & Demerouti, 2009; Sonnentag, Kuttler et.al., 2010).

In conformity to the above stated findings from the previous specialty literature, we elaborated the following hypotheses model:

***Hypothesis 1a (H1a):*** The negative emotions will suppress the work-home balance skill, the satisfaction with work-home balance and with job, increasing the work-home accommodation strategies and the mental illness.

***Hypothesis 1b (H1b):*** The work-home balance skill will enhance the satisfaction with job and with work-home balance and it will inhibit the symptoms of mental illness.

***Hypothesis 1c (H1c):*** The work-home accommodation strategies will inhibit the satisfaction with job and with work-home balance, enhancing the incipient symptoms of mental illness.

***Hypothesis 2 (H2):*** Prolonged working time, if associated to a high skill of work-home balance, will increase the satisfaction with work-home balance, while it will decrease it, if associated to a low skill in work-home balance.

## **2.2. Method**

We asked two bilinguals to translate the measurement instrument from the

English into Romanian language and then another two, to return the obtained version back into the original language. We present in Appendix 1 and in Appendix 2 the detailed description of the face-sheet, of the content of the items of the entire questionnaire and of the choices offered to the participants for inserting the answers to the scales. The percent of fit between the initial variant that we considered in the formulation of the items comprised in this survey and the final one was of almost 80%. Yet, in the study in this chapter we used only the items referring to the main variables stated in the above hypotheses model.

Further on, in applying this instrument, we used the snowball sampling technique. Thus, the participants received and returned the filled in scales through the intermediate of our relatives and friends. The informed consent was written on the face sheet of the questionnaire. This specified that this survey has the theme of examining the work-home balance in a large sample and that therefore the main purpose is to obtain sufficient information, derived from statistical procedures, for promoting health in the workplaces in Romania. Moreover, it comprised a notification about the voluntary completion of the questionnaire and about the protection of the participants from any harmful disclosure of personal information to a third party. Yet, a part of the sample felt motivated to fill in the scales of the questionnaire after receiving a verbal incentive referring to a descriptive profile based on the provided answers.

Further on, in introducing the data in the statistical program for social sciences (SPSS), we conducted a series of exploratory factor analyses, the method of principal components with Promax rotation (EFA). The items of the scales used in the pursuit of the study presented in this chapter were derived from the entire

questionnaire that may be found in Appendix 1 and in Appendix 2, as following:

**Negative emotions:** We applied the list of 14 emotions which Diefendorff et.al. (2008) developed. The question addressed to the participants was if they recall to have experienced, either in work or in home, a negative emotion during the current day. In this regard, we mention that the measurement of the emotions rise difficulties and therefore we asked from the participants to recollect immediate emotions from the working memory. Further on, after the participants returned the filled-in scales and on the basis of the results of the confirmatory factor analysis (CFA), we eventually retained only four items that showed a good fit into the data collected from the sample in this study [ $\chi^2 (2, N = 302) = 4.01, p = .13, GFI = .99, CFI = .99, FMIN = .013, RMSEA = .058, Hoelter CN = 691, p = .01$ ]. This was a scale that had a double choice offered to the participants in answering to it. If the choice of the answer of a participant was “yes”, we coded “1” and if it was “no”, we coded “0”. Through the addition of the answers to the four emotions, we obtained a maximum mean score that a participant could obtain in responding to this scale of “4” and a minimum of “0”.

**Work-home balance skill:** Based on the previous research of Valcour (2007), we developed a measure of 14 items. Consecutive to the application of the questionnaire and through performing CFA we identified and used in this study five items of this subscale [ $\chi^2 (5, N = 293) = 1.61, p = .90, GFI = .99, CFI = 1.00, FMIN = .006, RMSEA < .001, Hoelter CN = 2738, p = .01$ ]. These were representative for the population under study and consistent to the data collected from the sample. We coded the answers on a five-point Likert type of scale that ranged from 0 (*totally disagree*) to 4 (*totally agree*).

**Satisfaction with work-home balance:** In further on following Valcour (2007) we developed an initial set of 14 items to measure this variable. We constituted the scale of this study through retaining only four items that the results of the performed CFA revealed to be the most representative for this sample in rapport to this characteristic and these registered the following properties:  $\chi^2 (2, N = 287) = .78, p = .67, GFI = .99, CFI = 1.00, FMIN = .003, RMSEA < .001, Hoelter CN = 3363, p = .01$ . The responses to this measure ranged on a five-point Likert type of scale from 0 (*least*) to 4 (*very much*).

**Overall job satisfaction:** Through a procedure similar to that described above, for measuring this variable we derived four items from the previous research of Rutherford B., Boles, Hamwi, Madupalli and Rutherford, L. (2009) [ $\chi^2 (2, N = 301) = 4.88, p = .09, GFI = .99, CFI = .99, FMIN = .02, RMSEA = .07, Hoelter CN = 567, p = .01$ ]. The choices offered to the participants to insert the answer to these items ranged from 0 (*total disagreement*) to 4 (*total agreement*).

**Mental illness:** We used four out of a total of nine items that Mozeck and Almeida (2004) developed in a previous study. The properties indicated in CFA and describing the correspondence of the measurement scale of mental illness used in this study into the collected data, were:  $\chi^2 (2, N = 288) = .02, p = .91, GFI = .99, CFI = 1.00, FMIN = .001, RMSEA < .001, Hoelter CN = 13244, p = .01$ . The four items of this scale were statements phrased so that the participants could rate these on a five-point Likert type of scale that ranged from 0 (*less than once in a year*) to 4 (*almost daily*).

**Work-home accommodation strategies:** We derived the measure of this variable from the previous studies of Keene and Quadagno (2004), Mennino and Brayfield

(2002) and Wierda-Boer et. al. (2008). It consisted of six items. The numerical value that we attributed to a “yes” answer of the participants was “1”. Oppositely, if a participant chose the “no” option, we coded the answer with “0”. The value of “6” represented the highest value of the calculated brut score that a person could possibly register in answering this subscale. The lowest was “0”.

From the collected *demographic data* we used in this study the information about the following characteristics of this sample: gender (1 = "male" and 0 = "female"), working time (from 1 = "less than 4 hours daily work program", to 5 = "working between 11 and 12 hours per day"), marital status (1 = "currently married", including cohabitating and engaged, and 0 = "unmarried", including separated or divorced from partner), number of children (from 0 = "no children", to 5 = "4 or more children") and educational background (from 1 = "high-school", to 5 = "post-doctoral studies").

***The description of the sample in this study (N = 277, derived from the initially and conveniently constituted sample of N = 311)***

We conducted the collection of the data used in the current paper during the first quarter of the year 2010. Through the non-procedural snowball sampling technique, we yielded representative subsamples of minimum 30 participants from the following domains of activity: IT programming, architecture, education and research in engineering, language and religion. We registered a rate of returning the filled-in questionnaire of almost 90%. A total of 311 questionnaires that we found to comprise also missing answers returned to us. Consequent to the deletion of the incomplete information that we noticed in the provided responses after introducing the data in the statistical program for social sciences (SPSS) for analysis, we constituted the

convenience sample of the study presented in this chapter. Further on, in examining the hypotheses, we processed all the data except for those derived from the items that the participants left unanswered (i.e., missing data) in reference to the current main variables of this study. In brief, we excluded the missing data. Eventually, the sample of this study, in this chapter, comprised a number of  $N = 277$  Romanian workers. It was conveniently constituted and representative. The composition of it was as following: 50.2% (139 participants) women, 46.9% (130 participants) men and eight (2.9%) incomplete answers about gender; nearly half of the sample (45.1%, 125 participants) were university graduates, 76 participants representing 27.4% of this sample were post-graduates, a percent of 18.1 (50 participants) were high school graduates and those having completed doctoral and post-doctoral studies, 26 participants, represented 9.4% of this sample. The mean age was of 41.34 ( $SD = 12.10$ , age range 21-65). In this sample, three participants (1.1%) returned uncompleted responses about their age. Further on, in the composition of this sample, the married participants constituted more than a half (67.1%, 186 participants) of it. We received questionnaires from 86 unmarried participants (31.0%). Five persons, 1.9% of this sample left unanswered the information about the marital status. The majority of this sample (43.7%, 121 participants) had no children. A number of 87 participants (31.4%) had one child. Further on, 67 participants (24.2%) had two or three children. Two participants (0.7%) returned incomplete answers about the number of children. A large part of this sample, 55.6 % (154 participants) had an official working time of seven to eight hours daily. Those spending a time between nine to ten hours per day on their job, 83 participants constituted 30.0 % of this sample. Further on, 19 respondents (6.9%) worked a time between four and six hours

on a day. The rest of the answers in reference to the working hours were incomplete. Moreover, the percent of participants engaged in supplementary time on the job, during week-ends or in legal days off (44.4%, 123 participants) was nearly as value to that of those never working during the days-off (43.7 %, 121 participants). A great part of this sample, 53.8% (149 participants) had no prospects to change the workplace in the near future.

Due to the rounding, the addition of the above percents may vary below or above 100.

### **2.3: Results**

Before proceeding to the actual examination of the hypotheses, we researched through EFA, separately and altogether the properties of each scale. Conducted separately for the job satisfaction scale that included all the 20 original items, the results of the EFA indicated that job satisfaction is a characteristic composed of seven dimensions that are delimited through seven distinct factors (see Appendix 3). This finding was similar to that of Rutherford et.al. (2009). Still, as illustrated in Appendix 3, in this study, two items, 29 and 34, loaded on the sixth factor (F6) of the scale measuring job satisfaction. These two items proved to lower the value of the reliability coefficient Cronbach alpha of the subscale correspondent to the sixth factor. Therefore, we excluded these items from the further on performed CFA of this scale. The CFA for job satisfaction scale indicated a good fit for a model comprising six factors [  $\chi^2(50, 275) = 37.76, p = .90, GFI = .98, AGFI = .96, CFI = 1.00, FMIN = .14, RMSEA < .001, Hoelter CN = 553, p = .01$ ] (see Appendix 4). This result indicates that there are differences in the modality in which people in

Romania rapport to and conceptualize the satisfaction with job when compared to the workers in West. In regard to this factorial scale, confirmed for this sample, we found that the satisfaction with supervisory, with beneficiary and the relaxed relationships at work, in this order, respond for the most of the variances of this scale (35.55%, 11.135%, 10.29%, respectively). Further on, we enumerate in the order indicated in the findings: the overall meaning and satisfaction at work (7.75%), the satisfaction with remuneration (5.80%) and the satisfaction with promotion (5.43%). For further details in reference to these data we recommend to consult Appendix 4. For the factor satisfaction with supervision, the results indicated the existence of significant higher means of women than those of men [ $t(292) = 2.04, p < .05; N_{\text{men}} = 139, M_{\text{men}} = 2.91; N_{\text{women}} = 155, M_{\text{women}} = 3.12$ ]. An explanation of this finding is the fact that women are more receptive than men to the emotions of the interlocutor and therefore, during the communication process, they express themselves more than men, facilitating a fluid exchange of information necessary for a qualitative pursuit of the work obligations.

In addition, we conducted a separate CFA for an examination that referred exclusively to the work-home balance scale. The results indicated the existence of two separate factors. These were the satisfaction with work-home balance and the skill in work-home balance (see Appendix 5). The first factor contained two items that proved an acceptable value of the reliability coefficient Cronbach alpha ( $\alpha = .74$ ) and the latter, three items ( $\alpha = .85$ ). The results of the  $t$ -test for the comparison of means indicated that for this scale the gender differences are not significant.

In researching both models of the measurement scales, the work-home balance

and the job satisfaction, we examined three, respectively four alternative models. Although according to the value of the *Akaike Information Criterion (AIC)* the chosen, above presented models are the simplest, these fulfilled the best the other fit criteria referring to the value of *chi-square* ( $\chi^2$ ) lower than that of the *degrees of freedom (df)*, to the value of the *goodness-of-fit (GFI)*, above .90 and to the *root mean square error of approximation (RMSEA)*, below the value of .05.

For the scales used in order to examine the above stated hypotheses of this study, the results of EFA may be found in Appendix 6. As we may notice, the instruments for measuring the variables of this study loaded on separate factors and were: negative emotions, the work-home balance skill, the satisfaction with work-home balance, the satisfaction with job and the mental illness. Moreover, the one-factor structure of each scale validated through using the CFA. In the aforementioned order, the instruments of measure registered the following values of the Cronbach alpha coefficient: .76, .86, .91, .81, .80. The scale to measure the number of work-home accommodation strategies consisted of six items, but the Cronbach

**Table 1** Means, standard deviations and matrix of correlations between the main variables of study

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11
1 Gender (N = 269)	n.s.	n.s.	-										
2 Education (N = 277)	2.31	0.94	.09	-									
3 Marital status (N = 274)	n.s.	n.s.	-.05	-.12 *	-								
4 Number of children (N = 275)	0.83	0.86	-.01	-.25 **	.47 **	-							
5 Working time (N = 277)	3.37	0.73	.20 *	.18 **	-.04	-.03	-						
6 Negative emotions (N = 277)	0.11	0.25	.06	-.01	.07	-.06	.07	-					
7 Work-home balance skill (N = 277)	3.00	0.63	-.09	-.15 *	.01	.01	-.20 **	-.16 **	-				
8 Number of work-home accommodation strategies (N = 277)	1.44	1.37	.11	.10	.05	.08	.12	.19 **	-.28 **	-			
9 Overall job satisfaction (N = 277)	2.81	0.88	-.03	.09	.06	.06	.14 *	-.21 **	.26 **	-.21 **	-		
10 Satisfaction with work-home balance (N = 277)	2.55	0.79	-.06	-.02	-.04	-.11	-.19 **	-.15 *	.66 **	-.28 **	.32 **	-	
11 Mental illness (N = 277)	1.35	0.83	.03	-.01	.15 *	.13	.18 **	.32 **	-.41 **	.30 **	-.19 **	-.43 **	-

Note: \*  $p < .05$ , \*\*  $p < .01$ .

alpha reliability coefficient of it registered a value ( $\alpha = .60$ ) that was lower than the generally accepted minimum of .70.

The results obtained from conducting the *t*-test for Independent Sample indicated the existence of gender differences, with significant higher means of working men than of working women, for two items, namely “In your present job, due to work responsibilities, have you been unable to do the housework?” [ $t(289) = 2.04, p < .05; N_{men} = 139, M_{men} = .23; N_{women} = 152, M_{women} = .14$ ] and the negative emotion of fury [ $t(292) = 2.05, p < .05; N_{men} = 139, M_{men} = .11; N_{women} = 155, M_{women} = .05$ ]. Table 1 displays the two-tailed Pearson coefficient correlations, the mean and the standard deviation of each variable of this study.

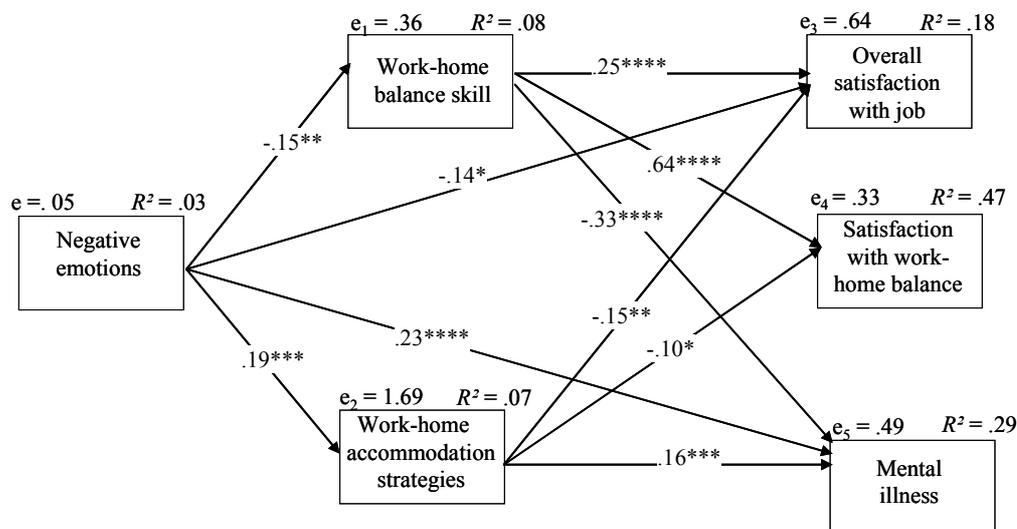
We present in the following the results obtained in the examination of the hypotheses. In regard to the first set of hypotheses, we controlled for the effect of the five demographic characteristics. Additionally, by inserting in the model the co-variance lines between each pair of the control variables, we examined the bidirectional influence between them. In Table 2 we show the results that we observed in the path analysis obtained from the structural equation model.

**Table 2** Values of the standardized *beta*-estimates for the relationships between the demographic characteristics and the main variables of study

Predicted relationship	Value of the standardized estimate coefficient	
work-home balance skill <--- education	-.13	*
work-home balance skill <--- working time	-.17	**
overall job satisfaction <--- education	.13	*
overall job satisfaction <--- working time	.21	****
satisfaction with work-home balance <--- number of children	-.11	*
gender <--> working time	.20	****
education <--> number of children	-.24	****
education <--> working time	.18	***
number of children <--> marital status	.47	****

Note: \*\*\*\*  $p < .001$ , \*\*\*  $p < .005$ , \*\*  $p < .01$ , \*  $p < .05$ .

From the initially obtained OUTPUT, we retained only the relationships that we observed to have a level of the significance probability of more than 95% confidence interval ( $p < .05$ ). Also, each causal relationship, illustrated through the paths designed from a variable to another, had a significant confidence level ( $p < .05$ ) that we found indicated in the confirmed structural model (see Figure 2). This model fulfills the fit criteria indicated in Byrne (2010, p.161-194). Through these results, we found the hypothesis *H1a* to be supported almost integrally. The path from negative emotions to the satisfaction with work-home balance proved to be not significant. Also, it was not relevant for the overall fit of the model.

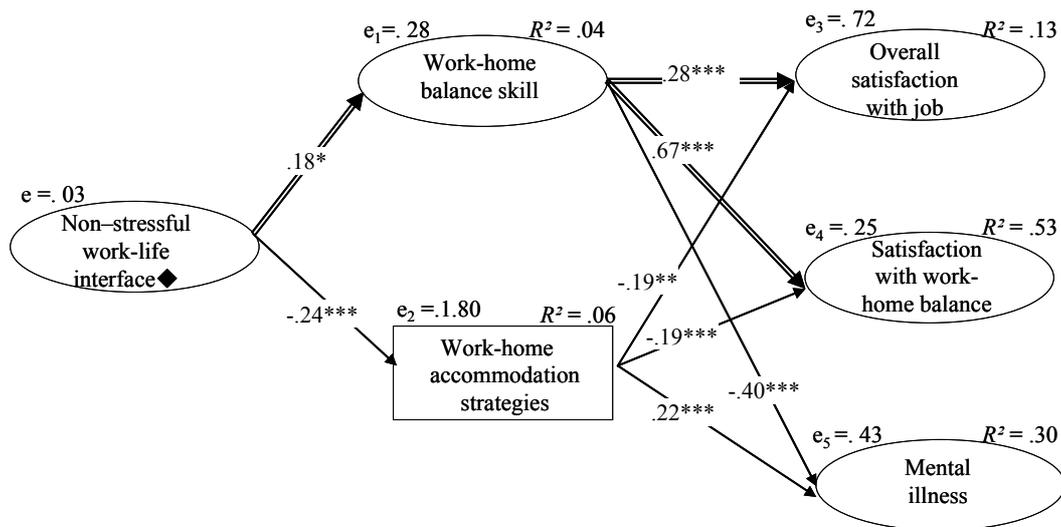


Note: \*\*\*\*  $p < .001$ ; \*\*\*  $p < .005$ ; \*\*  $p < .01$ ; \*  $p < .05$ . The values near each line are standardized  $\beta$  estimate coefficients. For the ease of presentation, we omitted from this representation the demographic variables, their error covariance and the following covariant relationships:  $cov(e_1, e_2) = -.23^{****}$ ;  $cov(e_4, e_5) = -.16^{****}$ ;  $cov(e_3, e_4) = .21^{**}$ . The following properties describe this model's characteristics:  $\chi^2(3, N = 277) = 1.69, ns$ .  $GFI = 1.00$ ,  $AGFI = .98$ ,  $CFI = 1.00$ ,  $FMIN = .006$ ,  $RMSEA < .001$ , Hoelter  $CN = 1849, p < .01$ .

**Figure 2** Path analysis model showing the work-home balance skill and the work-home accommodation strategies in relation to the satisfaction and to the mental illness

The findings revealed a negative effect of the negative emotions on the work-home balance skill ( $\beta = -.15, p < .01$ ) and on the satisfaction with job ( $\beta = -.14, p < .05$ ), but not on the satisfaction with work-home balance. We may also notice a positive effect of the negative emotions on the work-home accommodation strategies ( $\beta = .19, p < .005$ ) and on the mental illness ( $\beta = .23, p < .001$ ).

According to these results, the exposure to a set of daily negative emotions causes to a person an experience of stagnation in the development of the skill in work-home balance and the choice of the work-home accommodation strategies may have undesirable outcomes that affect the long-term health.



Note1 : ♦The “yes” answers through which the participants acknowledged the experience of punctual negative emotion were coded with “0” and the “no” answers were coded with “1”.

Note2: We considered the variables for which the confirmatory factor analysis supported the one factor model as latent and the number of accustoming strategies as observable variable, denoting externally overt behaviors.

Note3: \*\*\*  $p < .001$ ; \*\*  $p < .005$ ; \*  $p < .05$ . The values near each line are standardized  $\beta$  estimate coefficients. For the ease of presentation, we omitted from this representation the demographic variables and all the co-variance between errors that we inserted until the model proved good fit properties. The following properties describe this model’s characteristics:  $\chi^2(169, N = 274) = 146, ns$ .  $GFI = .96, AGFI = .93, CFI = 1.00, FMIN = .54, RMSEA < .001, Hoelter CN = 401, p < .01$ . The double lines signify enhancing relationships. We kept in the model only the statistically significant relationships.

**Figure 3** Alternative path analysis model showing a full mediator role of the work-home balance skill in the relationship between a non-stressful work-life interface and satisfaction

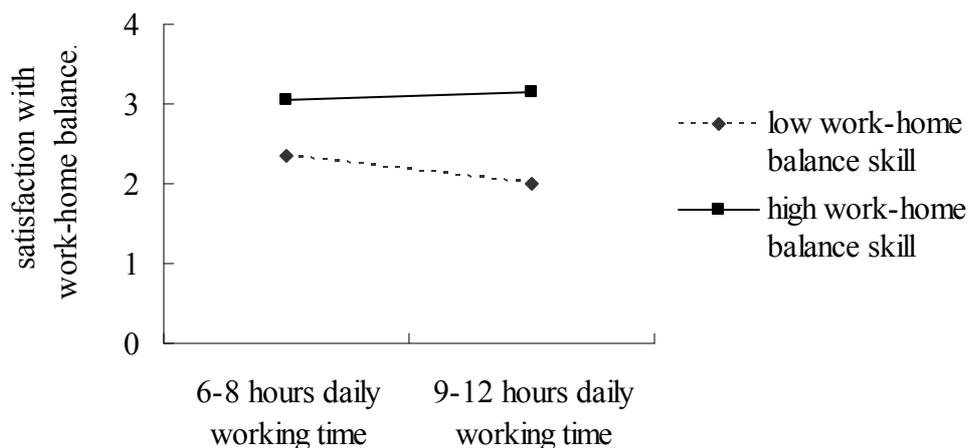
The findings obtained from the path analysis also supported almost integrally the hypothesis *H1b*. This stated that the skill in work-home balance will have a positive effect on satisfaction and on health. According to the results, the work-home balance skill proved to have a positive effect on satisfaction with job ( $\beta = .25, p < .001$ ), on satisfaction with work-home balance ( $\beta = .64, p < .001$ ) and a negative effect on illness ( $\beta = -.33, p < .001$ ).

The findings prevailed from the path analysis conferred sufficient proof to support the hypothesis *H1c*, too. This referred to a negative effect of the work-home accommodation strategies on satisfaction and on health. The findings from the structural model indicated a negative effect of these strategies on the satisfaction with job ( $\beta = -.15, p < .01$ ) and on the satisfaction with work-home balance ( $\beta = -.10, p < .05$ ) and a positive effect of these on the incipient symptoms of mental dysfunctions ( $\beta = .16, p < .005$ ).

In accordance to these results, we may affirm that the negative emotions are a cause for the enactment of the work-home accommodation strategies. Yet, these findings, same as those in the previous studies, suggested that the consequences of the work-home accommodation strategies are unbeneficial for the satisfaction and for the mental health of a person (e.g., Wierda-Boer et.al., 2008; Keene & Quadagno, 2004). In order to serve the ultimate goals of the human existence referring to health and to satisfaction, people engaged in work need to neutralize the work-home accommodation strategies from the negative emotions. Also, the training of the skill in work-home balance would be beneficial for them.

The model in Figure 3 is an alternative to that presented in Figure 2. The relationships that we identified to be significant and relevant also sustain the

hypotheses model. The experience of other emotions than those four measured through the punctual negative emotions determine a low proneness of a worker to practice the work-home accommodation strategies. Thus, we may observe a higher absolute value of the effect of the “non-stressful work-life interface” on the “work-home accommodation strategies” ( $\beta = -.24, p < .001$ ) than the absolute value of the correlation coefficient between the “negative emotions” and the “work-home accommodation strategies” ( $r = .19, p < .01$ ). The skill in work-home balance is a full mediator of the relationship between the predictor and the outcomes of satisfaction. In addition, we remark that the model in which we reversed the direction of the path between the predictor and the outcomes proved to have a poorer fit into the data than the alternative model; within it, the path from job satisfaction to work-home balance skill was not significant.



**Figure 4** Moderator effect of work-home balance skill between the working time and the satisfaction with work-home balance

Further on, we examined the second hypothesis, **H2** that stated a moderator effect of the work-home balance skill in the relationship between the working time and the satisfaction with work-home balance. We performed an analysis of variance, Univariate ANOVA by Tukey method with pair-wise comparisons and post-hoc Bonferroni correction. The working time was the independent variable, the work-home balance skill, the moderator variable and the satisfaction with work-home balance, the dependent variable. The subgroup that had a low work-home balance skill contained 164 participants. A number of 113 participants registered a high score of the scale measuring the work-home balance skill. Further on, 174 participants worked between six and eight hours daily (i.e., short working time) and 103 participants worked nine up to 12 hours daily (i.e., long working time). The short and the long working time, respectively the low and the high work-home balance skill were the independent, respectively the moderator variables. The interaction effect was significant [ $F(1, 273) = 7.23, p = .01, \eta^2 = .03$ ]. To further on clarify the interaction results (see Figure 4), we conducted the post-hoc analysis. A main effect for the work-home balance skill group by work time resulted in high satisfaction with work-home balance [ $F(1, 273) = 115.18, p = .00, \eta^2 = .30$ ]. In contrast, further findings indicated the main effect for the working time to be not significant [ $F(1, 273) = 2.40, p = .12$ ]. The mean difference between high and low work-home balance skill was significant ( $MD = .92, p = .00$ ).

To summarize, even if the working time prolonged a high work-home balance skill associated to a relative constant level of the satisfaction with work-home balance and a low skill in work-home balance decreased this satisfaction.

## **2.4: Discussion**

In this research we investigated the function of the work-home balance skill and of the work-home accommodation strategies in the relationship between negative emotions at work-home interface, satisfaction and mental health of the workers in Romania. Although we initially considered that the punctual negative emotions are a transitory state of mind, the loading of the four emotions on the same factor proved that these constitute in a relative stable trait. It might constitute a specific of the sample from which we collected the data. Also, the characteristic of negative emotions may reflect the social conditions at the moment of time during which the participants offered the answers to the scales included in this study. As the results suggest, the emotions labeled as negative are an antecedent factor of a coping-style based on compromises. Additionally, the current findings showed that the choice of enactment of the work-home accommodation strategies increased the risk of unhealthiness inside the workplaces and of the dissatisfaction of the individuals responsible for the developing paid activities in there. Moreover, the results revealed that the work-home balance skill is a precursor factor of satisfaction, having a positive effect on it, but the negative emotions decrease the propensity of a person to actualize into behavior the skill in work-home balance.

From the prevailed findings, we may conclude that for the maintenance of the work-home equilibrium and especially during the situations loaded to a potential of negative affectivity, we must “trade” the work-home accommodation strategies for the work-home balance skill. As the evidence of the previous studies showed, the fulfillment of needs, in work or in home, place the persons at a low risk to

experience an unbalanced living (e.g., Gröpel & Kuhl, 2009). Yet, the conditions in the organizational environment in conjunction to the individual life cycle may determine the workers to choose the work-home accommodation strategies. In such a case, it is important for the people engaged in paid activities to gain awareness and consequently to pursue these strategies to a minimum. Instead, it is advisable for them to develop the work-home balance skill.

Further on, the prevailed findings also revealed that in devoting extra-time to work activities, the choice of a coping style based on the skill in work-home balance may prevent the people from the experience of dissatisfaction. Thus, prolonging the work time constitutes a risk for the subjective well-being. Yet, the job-skills and the skill in work-home balance moderate the negative effect of the extended work time on satisfaction. Nevertheless, the organizations should control the time dedicated to fulfill the office-responsibilities so that to prevent the workers from neglecting the family-related needs and pursuits. Through such an attempt, the managers may also retain the workers from following the intention of turnover.

The limitations of the present study should be also acknowledged. We enumerate among these the measurement of the skill in work-home balance through a self-reported instrument that may impede an accurate capture of the internal thoughts and of feelings and the absence of practical evidence of the manifestation of this skill into the daily behavior. Since just a part of people have a sufficiently well-developed introspective ability to describe accurately the emotions, this represents a major research-bias. Moreover, the participants in this study may have intuited and consequently offered socially desirable answers to the questionnaire. In order to surpass these limitations, in a possible future research design we should

revise and improve the instruments designed in this study to measure the work-home interface. Furthermore, in order to avoid chance results, we should verify the degree of correspondence between the subjective evaluation of the presence of the skill in work-home balance and the habitual actualization of it in the service of successful coping to work-home stressors on a day. Asking for the opinion of the family and of the people in the work environment may complete the indicators necessary for a reliable measurement of this characteristic. In addition, we consider that another path open to future investigations refers to the preferences of workers for sharing or for compressing the time allotted to family and to leisure. A future research design may also reveal how to control the negative emotions and what modalities are the most efficient to motivate the workers to acquire through training the work-life skills. Moreover, the partial or the full confirmation of the obtained results through replication of this study in other samples, with different socio-cultural backgrounds or in a sample from this population, at different moments in time, constitute also an issue overt for future research. Through this, we may expand the knowledge on the development of this skill across a time-lag and in relation to the transitions of the societies.

In concluding, the managers, the social workers and the people engaged in production may benefit from possessing a skill in work-home balance especially in the conditions of the distress and of the extension of the time spent on the job.

## **Chapter III**

### **Time on the job, reappraisal, work autonomy and indicators of satisfaction in Romania**

#### **3.1. Problem and purpose**

Through this study we aimed to respond to the question whether the coping factors referring to job autonomy and reappraisal have value in rapport to the predisposition of a person toward the experience of dissatisfaction with work-home balance, with job and with marital life, in the condition of the increases in the stressor referring to the time spent on the job. By distinguishing the prolonged work time and the work during a day off from the standard norm of eight hours daily in the office, we aimed to study the effect of job autonomy and of reappraisal on the outcomes referring to satisfaction. Further on, we had the purpose to depict whether the satisfaction with the balance between work and home is a precondition of the satisfactions that derive from job and from marital-life.

According to the data in the rapport of European Foundation for Improvement of Living and Working Conditions (2010), the mean workweek time in Romania was of 38 hours. Yet, during the precedent years, compared to the period precedent to the adherence to the European Union, in Romania, the hours spent on the job registered a slight tendency toward increasing from the standard of 35 hours on a week. Furthermore, as already stated in the previous chapter, the studies that

focused on the examination of work-life balance in Romania are few (e.g., Ciutacu, Chivu & Hurley, 2008). Moreover, as already stated in a previous chapter, the term “satisfaction” circumscribes a positive modality through which a person conceptualizes and behaves in rapport to the domains of life, work and home (e.g., Greenhaus & Parasuraman, 1999). Thus, attaching to the experience of juggling work and home responsibilities the label of satisfaction serves to a person in guiding the future behavior. According to Grzywacz and Carlson (2007), the state of work-home balance constitutes a precondition to the experience of satisfaction with job and with marital life. Moreover, since reciprocal influences between work and home domains are inherent to the daily living (Greenhaus & Parasuraman, 1999), we believe that the relationship in which the satisfaction with work-home balance generates increases in the satisfaction with job and with marital life, could be reversible. Thus, through this study, we also aim to establish whether this relationship is reversible or unidirectional.

Further on, in the current study we refer to the increase in the total number of hours per day on the job which is a premise for the occurrence of work-life imbalance. In this regard, there is a plethora of previous studies that focused on showing the negative effects of the long hours of work on the aspects of the work-life interface. For example, according to Moen, Kelly and Huang (2008), in the case of dual breadwinner couples, the overtime spent on the job affects the functioning of the family. The evidence of another study showed that the irregular working hours generate work-life conflict and endanger the health of the workers (Kanai, 2009). Furthermore and more recently, Adkins and Premeaux (2012) showed that, for the working parents the extended time on the job is a precondition

of the bi-directional, work to family conflict and a determinant of intra-family role-conflict. Other authors pointed out that the overtime on the job constitutes a predisposing factor for the interference of work into the family (Geurts, Beckers, Taris, Kompier & Smulders, 2008). In addition, in reviewing the factors of work-life interface causing complains, Eby, Casper, Lockwood, Bordeaux and Brinley (2005) mentioned the supplementary work hours in reference to the involvement in activities on the job during the week-ends or during the official holidays. In regard to this issue, the authors of other previous studies found the weekend work to be a counterpart of the week-work and a cause of the increases in the mental worries that have a physical correspondent in the increases of the levels of cortisol (Schlotz, Hellhammer, Schulz & Stone, 2004). The terms “work time” and “work on a day off” refer to irregular hours during which a person participates in job activities.

Numerous other studies (e.g., Eby et.al., 2005; Kossek, Lautsch & Eaton, 2006) proved the existence of a preventive function of work control, that is, of job autonomy for the development of work-life conflict. Moreover, in association to the time spent on the job, this contributes to the promotion of the balance between work and home (Valcour, 2007). According to the latter source, the control over the realization of the work tasks has a moderator function in the relationship between the time spent on the job and the satisfaction with work-life balance. Thus, through job autonomy, a person accomplishes the work goals in a facile and in a qualitative manner and this confers the possibility to experience the role-balance. According to another source (Kuper & Marmot, 2003) through the participation in trainings for the development of skills and for developing the knowledge, a person extends the

degree of control over the realization of the activities and this constitutes a condition of protecting the Ego from the experience of imbalance. Also, it confers the premises for life-satisfaction. Recently, Kubo, Takahashi, Togo, Liu, Shimazu, Tanaka and Takaya (2013) demonstrated that the control over the realization of job activities has a preventive function in rapport to the depletion of internal resources. The time available for the pursuit of office and of home activities is limited. Therefore, lengthening the interval of hours spent on the job obliges an individual to “trades-off” (Barnett & Gareis, 2000) that is, to sacrifices of a counter-paired domain in the favor of another. As these authors showed, the control of activities on the job is a predictor of a high quality of life. Moreover, the previous research of Moen et.al (2008) conferred evidence to sustain the benefits of the control over the hours spent on the job for the smooth intercourse between work and outside work. Consequently, an employee is able to improve the imbalances in the time-resource.

In addition to the aforementioned mentioned in the previous researches we infer that the control of emotions that may be a precursor factor of the experience of satisfaction with work-home balance. Thus, consciousness of the experienced emotion and awareness of the modalities of coping efficiently with it may constitute preconditions for the prevention of the possible negative interferences between work and outside-work activities. Gross and John (2003) referred to the coping modality of reappraisal in terms of an asset responsible for the cognitive control held in regard to the experienced emotions, through the intermediate of which a person may modify the frame of conceptualizing these. Reappraisal may serve to change the polarity and the intensity of an emotion derived from a specific situation experienced at work or at home. However, only a few authors of the previous

studies focused their investigation on the relationship between reappraisal and the aspects of work-life interface. In this regard, we mention a previous finding according to which the adoption of a coping-style based on identifying the positive side of the events related to family and to work, thus transforming the negative into the opposite of it increases the self-efficacy and the job satisfaction (e.g., Zhao & Namasivayam, 2012). Further on, we mention the finding according to which the access to information facilitates the accuracy of the cognitive evaluations about the events and may moderate the emotions of work-home interface, a reason for which appraising an event to be a challenge, instead of a threat, facilitates the smoothness of the work-home transitions (van Steenbergen, Ellemers, Haslam & Urlings, 2008). On the contrary, an inappropriate management of internal emotions will probably cause dissatisfaction. In the support of this affirmation, we mention that the emotional strain at the base of the behavioral inflexibility is counterproductive for facing successfully the role conflicts (Marks & MacDermid, 1996). Moreover, according to this source, it has a positive predictive value for the role-imbalance. Therefore, through changing the cognitive frame of conceptualization of the emotions a person succeeds to manage the intensity of these and the externalization of the emotional expression. Thus, an employee may adapt flexibly to the responsibilities of a role. The coping mechanism of reappraisal has the specific of conferring to the person awareness of the experienced emotions. Thus, it may permit to that person a discriminative engagement in the pursuit of work and of home activities. Therefore, in rapport to the depletion that may appear consequently to the realization of goals, reappraisal has a preventive role. In a previous study, Sonnentag, Binnewies and Mojza (2010) evidenced the importance of the

“emotional detachment” in relation to work engagement. Further on, they demonstrated this to be a factor that intervenes protectively for the well-being of a person. We assume that in rapport to the experience of satisfaction reappraisal has a similar function.

In the formulation of the following hypotheses, we use the generic term of “satisfaction” in order to refer to three types of satisfaction researched in this study, namely: the satisfaction with work-home balance, job satisfaction and marital satisfaction.

Consistent to the above, we hypothesize the following:

***Hypothesis 1-1:*** If job autonomy is low than the increases in the work time will decrease the satisfaction referring to work-home balance, job and marital satisfactions, but if job autonomy is high than the increases in the work time will increase satisfaction.

***Hypothesis 1-2:*** If job autonomy is low than having to work on a day off will decrease the satisfaction, but if job autonomy is high than having to work on a day off will increase satisfaction.

***Hypothesis 2-1:*** If reappraisal is low than the increases in the work time will decrease satisfaction, but if reappraisal is high than increases in the work time will increase satisfaction.

***Hypothesis 2-2:*** If reappraisal is low than having to work on a day off will decrease satisfaction, but if reappraisal is high than the work on a day off will increase satisfaction.

***Hypothesis 3-1:*** If the work time increases than job autonomy and reappraisal will also increase and if this will determine consequent increases in the satisfaction

with work-home balance than the latter outcome will have a positive effect on job satisfaction and on marital satisfaction.

**Hypothesis 3-2:** If the work on a day off will increase than job autonomy and reappraisal will also increase and the consequent increases in the satisfaction with work-home balance will have a positive effect on job satisfaction and on marital satisfaction.

### **3.2: Method**

The procedure in the pursuit of this study was similar to that described in the previous chapter. From the same back-translated questionnaire (see Appendix 1 and Appendix 2) we selected the items that referred strictly to the variables of the current study. Thus, we included six instruments of measurement that we describe below. The participants rated each item on a five-point Likert type of scale. In addition, we collected demographic information about age, gender, marital status, number of children.

The value of the internal consistency Cronbach alpha of all the multi-items scales included in this study was above the acceptable level of  $\alpha = .70$  (see Results section). The provided examples of items are those having the highest loading, as shown in the OUTPUT obtained from conducting the exploratory factor analysis, the principal component method with Promax Rotation (EFA). The items and the scales that we included in this study were as following.

**Working time:** To measure the daily hours on the job, we used a single item whose formulation was “How many hours do you work on a day?” The respondents inserted the answer to this item on a scale ranging from 1 (*less than 4 hours*) to 5

(11-12 hours).

**Work on a day off:** This variable referred to the time that a person spends during week-ends or official holidays to deal with job obligations. This was also a measure of a single question that we formulated as following: “Do you work during week-ends or days off?” The choices offered to the participants in the answer to this item were: 0 (*no*), 1 (*sometimes*) and 2 (*yes*).

**Job autonomy:** We measured the degree of control that a person has on the accomplishment of work responsibilities through an instrument composed of nine items that Kuper and Marmont (2003) elaborated. We provide two examples of the items: “I am allowed to choose and to decide WHAT the work tasks that I have to do are”, “I am permitted to have a word to say in the decisions about work”. The answers of the participants at this scale had codes that ranged on a scale from 0 (*never*) to 4 (*always*).

**Reappraisal:** We derived all the six items for measuring the coping style of reappraisal from the original study of Gross and John (2003). The content of the items referred to the cognitive regulation of emotions. Two examples of the questions in this instrument include: “When I want to feel less negative emotion, I change the way I’m thinking about the situation” and “When I want to feel more positive emotion, I change the way I’m thinking about the situation”. The codes offered to the participants in order to answer to this scale ranged from 0 (*not at all agree*) to 4 (*completely agree*).

**Satisfaction with the balance between work and home:** Similar to Valcour (2007), we measured the adaptability of the workers to the responsibilities derived from multiple roles through four items among which we mention two examples: “I

feel content with the way I divide my energy between my work, my family-life and my social life” and “I feel content with the way I solve the multitude of requests coming from job and from home”. The choices offered to the participants in answering to this scale ranged from 0 (*less*) to 4 (*very much*).

***Job satisfaction:*** From an initial poll comprising a total of 20 items developed in the original study of Rutherford et.al. (2009), we used seven of these correspondent to the seven dimensions identified in the aforementioned study to be representative for the measurement of this construct. The content of this scale referred to the appreciation that a person feels in reference to the involvement in the job activities. Two examples of items comprised in this measure are: “At my workplace, I am really doing something worthwhile” and “My manager has been fair in dealing with me”. The choices offered to the participants for inserting the answer to this scale ranged from 0 (*totally disagree*) to 4 (*totally agree*).

***Marital satisfaction:*** From an original scale of 18 items that measured the appreciation toward the private life, developed in the previous study of Lucas et.al. (2003), we used six items. Three of these corresponded to the “love” dimension and the other three corresponded to the “partnership” dimension. In the aforementioned previous study, the authors identified these to be the universal components of marital satisfaction. Two examples of items from this scale that we used in this study are: “How much do you love your partner?” and “Does your partner respect you?” The options offered to the participants to answer to this scale ranged from 0 (*not at all*) to 4 (*to a very great extent*).

We examined the hypotheses of this study in SPSS, through Univariate ANOVA by Tukey method with pair-wise comparisons and post-hoc Bonferroni correction

and through Amos, structural equation modeling (SEM). Before conducting the former procedure, we created new, dichotomized variables by transforming the mean scores of a scale, as follows: 1 = below mean, low reappraisal; 2 = above mean, high reappraisal; 1 = eight and less hours daily working time; 2 = nine and above nine hours daily working time; 1 = below mean, low job autonomy; 2 = above mean, high job autonomy. In conducting the SEM procedure, eventually, in order to improve the properties that referred to the fit of the model into the data, on the base of the indicators comprised in the initially obtained OUTPUT, we deleted the paths representing all the relationships between each of the two variables of study which we observed to have a value of less than 95% confidence interval.

***The description of the initially formed convenience sample of study of N = 311 participants***

The participants recruited through the snowball technique to respond to the entire questionnaire that may be found in Appendix 1 and in Appendix 2 constituted in a convenience sample (N = 311; 140 men, 161 women, 10 unspecified).

**Table 3** Frequency distribution of demographic categories

Demographics	Categories					Missing
Gender	Male 140 (45.00%)	Female 161 (51.80%)				10 (3.20%)
Marital status	Not married 96 (30.87%)	Married 211 (67.85%)				4 (1.28%)
Number of children	None 128 (41.16%)	One 100 (32.15%)	Two 71 (22.83%)	Three 9 (2.89%)	Four or more 0 (0.00%)	3 (0.97%)
Last graduated level of education	High school 60 (19.30%)	Upper studies 140 (45.00%)	Master studies 79 (25.40%)	Doctoral studies 19 (6.10%)	Post-doctoral studies 10 (3.20%)	3 (1.00%)
Years on the job	Less than an year 10 (3.22%)	One to three years 62 (19.94%)	Four to six years 61 (19.61%)	Seven to 10 years 45 (14.47%)	More than 10 years 127 (40.84%)	6 (1.92%)
Working time	Less than four hours 1 (0.30%)	Four to six hours 19 (6.10%)	Seven to eight hours 170 (54.70%)	Nine to 10 hours 89 (28.60%)	11 to 12 hours 27 (8.70%)	5 (1.60%)
Work on a day off	No 133 (42.80%)	Sometimes 135 (43.40%)	Yes 39 (12.50%)			4 (1.30%)
Considered job change	No 172 (55.30%)	Unsure 121 (38.90%)	Yes 18 (5.80%)			0 (0.00%)

The mean age of this sample was 41.68 years ( $SD = 12.01$ ).<sup>1</sup>We present in Table 3 further characteristics of the initial sample of study.

### **3.3: Results**

The results of the EFA conducted exclusively for the marital satisfaction scale indicated that the 18 items derived from the original study of Lucas et.al. (2003) loaded on two factors. Thus, on the basis of the data collected from this sample, the measure of marital satisfaction was two-dimensional, comprising two separate subscales (see Appendix 3). This finding was similar to that in the original study of the authors.

In examining through the EFA the scale measuring the autonomy in reference to the accomplishment of job activities, we found the following two items: “Others have to take decisions concerning my work”, “I can decide when to take a break”, responsible for 7.06% of the variance of the entire scale and registering a value of the reliability below that of the generally acceptable limit of Cronbach alpha of .70, to load on a factor that was separate from all the other seven items included in the measuring instrument of job autonomy. The seven items constituted a factor responsible for 46.02% of the variance of this scale. It proved an acceptable value of the reliability coefficient Cronbach alpha, equal to .88.

Eventually, similarly to the previous findings of Gross and John (2003), through the procedure of EFA, we found in this study that reappraisal is a factor independent from suppression. It proved to be responsible for 41.33% of the variance of the scale measuring the strategies of emotional regulation (see

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<sup>1</sup> The sample from which we report the results obtained in this study, was the same as that in the study presented in Chapter II and as that in the study in Chapter III.

Appendix 3).

However, in conducting the EFA exclusively for the items included in the current study, constituting the measure of the variables described in a precedent section of this Chapter, we found that the multi-items instruments constitute a single, independent, one factor scale (see Appendix 7). Thus, all the items selected to constitute a measure of this study proved to load on a factor correspondent uniquely to a main variable of it. Following this analysis, we found the following percentages that correspond to the degree up to which a factor is responsible of the variance in the questionnaire used in this study: job autonomy, 19.45%; marital satisfaction, 12.29%; reappraisal, 11.30%; satisfaction with work-home balance, 6.80%. Last, but not least, the results indicated that job satisfaction accounts for 3.48% of the variance observed in regard to the instrument of measure presented in this Chapter.

### *Descriptive statistics*

The results obtained from the *t*-test indicated the existence of significant gender

**Table 4** Means, standard deviations and correlation matrix of the variables of study

<i>Variable</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>Alpha</i>	1	2	3	4	5	6	7	8	9	10	11
				<i>Cronbach</i>											
1 Age	41.7	12.01	306	-	-										
2 Gender	0.47	0.50	301	-	.03	-									
3 Marital status	0.70	0.49	307	-	.35 **	-.05	-								
4 Years on the job	3.70	1.30	305	-	.62 **	-.01	.29 **	-							
5 Working time	3.36	0.80	306	-	.11 *	.20 **	-.02	.17 **	-						
6 Work on a day off	1.31	0.68	307	-	.15 **	-.17 **	.04	.13 *	.39 *	-					
7 Job autonomy	2.79	1.13	282	.80	.10	.15 *	-.02	.12	.11	.16 **	-				
8 Reappraisal	2.50	0.95	296	.89	.10	-.16 **	.11	.11	-.03	-.02	.02	-			
9 Satisfaction with the balance between work and home	2.46	0.87	301	.91	-.02	.01	-.07	.05	-.15 **	-.10	.19 **	.10	-		
10 Job satisfaction	2.25	0.97	292	.75	-.06	-.01	-.16 **	-.06	.09	.09	.49 **	.00	.29 **	-	
11 Marital satisfaction	2.60	1.49	250	.91	-.22 **	-.04	-.04	-.02	-.02	-.12	.02	.01	.27 **	.21 **	-

*Note:* \*  $p < .05$ , \*\*  $p < .01$ . The codes for the variable "gender" were "1" = "men" and "0" = "women" and for "marital status", "1" = "married" and "0" = "unmarried". For the variable "years on the job", measured through the question "For how long do you work on your actual workplace?", the codes ranged from 1 = "less than an year" to 5 = "more than 10 years". The codes for "working time" ranged from 1 = "less than four hours daily" to 5 = "11-12 hours daily". The variable work on a day off had three codes that ranged as following: 0 = "no", 1 = "sometimes", 2 = "yes".

differences that showed the existence of higher means of women than those of men for reappraisal [ $t(285) = 2.76, p < .01; M_{men} = 2.51; M_{women} = 2.76$ ] and for work on a day off [ $t(296) = 3.02, p < .005; M_{men} = 1.18, M_{women} = 1.41$ ]. The results also showed that there are higher means of men than those of women in regard to job autonomy [ $t(271) = 2.57, p < .05; M_{men} = 2.42; M_{women} = 2.20$ ] and to working time [ $t(295) = 3.47, p = .001; M_{men} = 3.55; M_{women} = 3.25$ ].

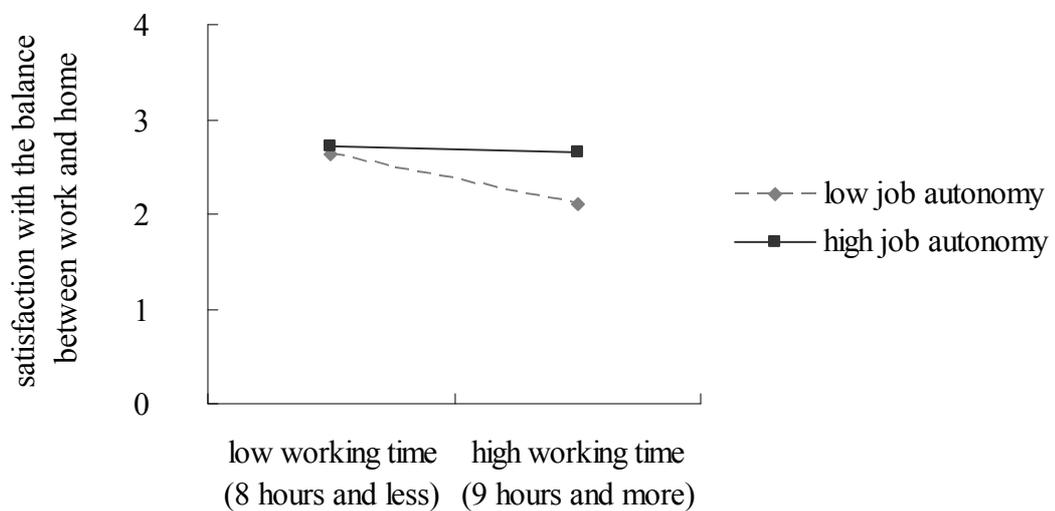
We present in Table 4 the observed values of the two-tailed Pearson correlation coefficients between the main variables included in this study. As we may notice (see Table 4), the indicator referring to the relationship between working time and work on a day off is positive and relative high. We also observe that there are high values of the correlation coefficient between age and the years spent on the job and between job autonomy and job satisfaction.

### ***Testing the hypotheses through univariate ANOVA***

The first two hypotheses predicted a moderator role of job autonomy in the relationship between the independent variables referring to the time on the job and the following dependent variables: satisfaction with the balance between work and home, job satisfaction and marital satisfaction. A two-way analysis of variance (ANOVA, 2x2) with the independent variable work time and the moderator variable job autonomy, resulted in partial support of ***Hypothesis 1-1***, revealing a significant interaction effect of the conjunction term between the predictive variables on the outcomes referring to satisfaction with the balance between work and home [ $F(1, 297) = 7.05, p < .01, \eta^2 = .02$ ] and to job satisfaction [ $F(1, 288) = 6.72, p < .05, \eta^2 = .02$ ]. We illustrate in Figure 5 the representation of the comparison of means (high

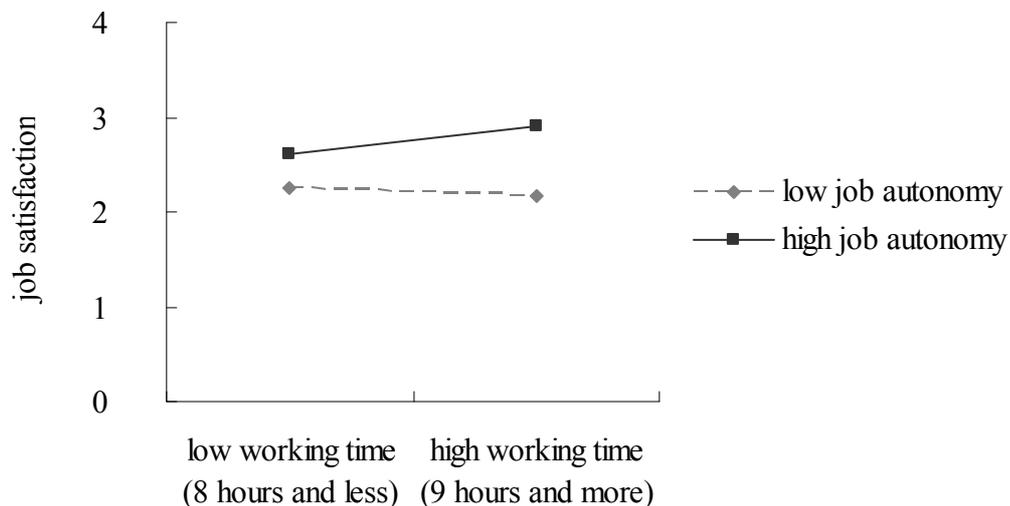
mean,  $M_{high}$ , with low mean,  $M_{low}$ ) obtained for the former outcome and in Figure 6 that obtained for the latter outcome. In the case of satisfaction with the balance between work and home, the comparison groups had the following composition: low work time:  $N = 186$ ; high work time:  $N = 115$ ; low job autonomy:  $N = 136$ ; high job autonomy:  $N = 165$ . In the case of job satisfaction, the comparison groups had the following composition: low work time:  $N = 183$ ; high work time:  $N = 109$ ; low job autonomy:  $N = 134$ ; high job autonomy:  $N = 158$ .

Further on, in examining the outcome referring to the satisfaction with work-home balance we observed a significant mean difference ( $MD$ ) between high and low work time by low job autonomy [ $MD = .53$ ,  $F(1, 297) = 15.94$ ,  $p < .001$ ,  $\eta^2 = .05$ ] and another significant  $MD$  between high and low job autonomy by high work time [ $MD = .55$ ,  $F(1, 297) = 15.53$ ,  $p < .001$ ,  $\eta^2 = .05$ ].



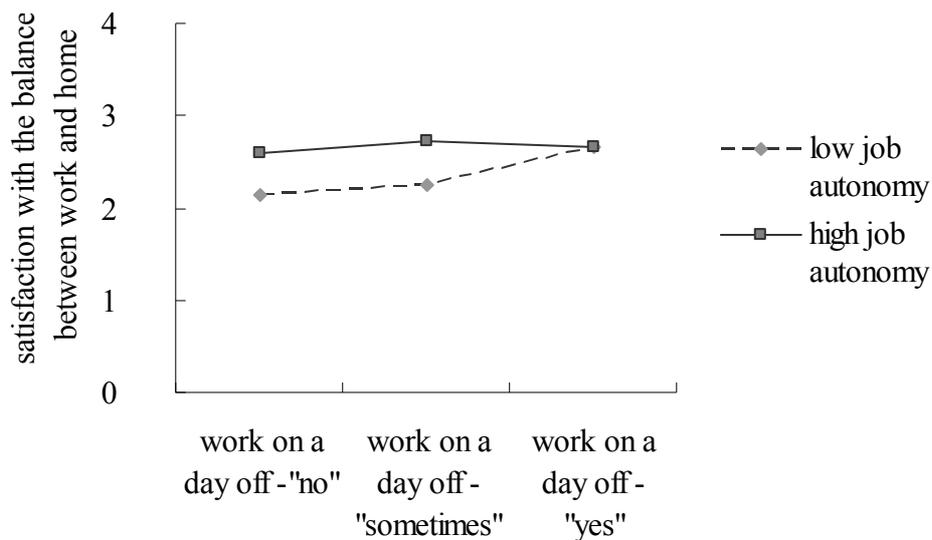
**Figure 5** Interaction effect of working time and job autonomy on satisfaction with the balance between work and home

In examining the outcome referring to job satisfaction the results showed the existence of significant main effects between high and low job autonomy [ $F(1, 297) = 12.75, p < .001, \eta^2 = .04 (M_{high} = 2.68, M_{low} = 2.36)$ ] and between high and low work time [ $F(1, 297) = 11.09, p = .001, \eta^2 = .03 (M_{high} = 2.67, M_{low} = 2.37)$ ]. For this outcome we also observed the existence of a significant main effect between high and low job autonomy [ $F(1, 288) = 52.02, p < .001, \eta^2 = .02 (M_{high} = 2.75, M_{low} = 2.22)$ ]. In addition, in the high job autonomy group the mean differences between high and low work hours were significant in rapport to the outcome of job satisfaction [ $F(1, 288) = 8.46, p < .005, \eta^2 = .03 (M_{high} = 2.90, M_{low} = 2.17)$ ]. Also, the results indicated the existence of a significant mean difference between low and high job autonomy by low work time [ $MD = .34, F(1, 288) = 14.45, p < .001, \eta^2 = .05$ ] and by high work time [ $MD = .72, F(1, 288) = 38.11, p < .001, \eta^2 = .12$ ].



**Figure 6** Interaction effect of working time and job autonomy on job satisfaction

Further on, the results of a two-way ANOVA (2x2) in which work on a day off was the independent variable and job autonomy was the moderator supported the **Hypothesis 1-2** only partially, for satisfaction with the balance between work and home,  $F(1, 294) = 3.75, p < .05, \eta^2 = .03$ . The pattern of means may be found in Figure 7. The composition of the groups was the following: no work on a day off:  $N = 38$ ; sometimes work on a day off:  $N = 133$ ; yes, work on a day off  $N = 129$ ; low job autonomy:  $N = 136$ ; high job autonomy:  $N = 164$ . The findings also indicated the existence of a significant main effect between high and low job autonomy [ $F(1, 294) = 7.55, p < .01, \eta^2 = .03 (M_{high} = 2.66, M_{low} = 2.36)$ ] on the outcome referring to the satisfaction with work-home balance. Moreover, in the low autonomy group, we could observe the existence of a significant mean difference in the satisfaction with work-home balance between the people sometimes working on a day off and those frequently working on a day off [ $MD = .41, F(2, 294) = 5.55, p < .005, \eta^2 = .04$ ].

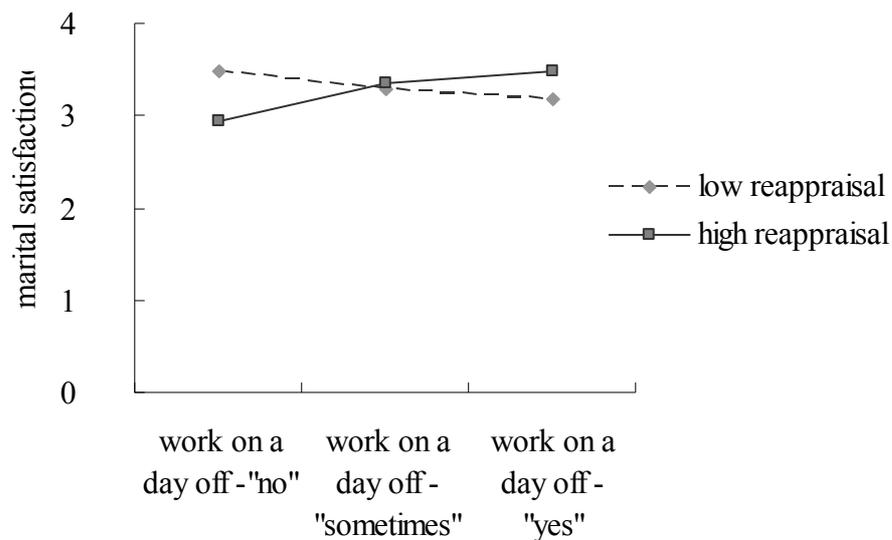


**Figure 7** Interaction effect of work on a day off and job autonomy on satisfaction with the balance between work and home

In the group of people sometimes working on a day off we could observe a significant mean difference in the satisfaction with work-home balance between those having a high level of job autonomy and those having a low level of it [ $MD = .48, F(1, 294) = 13.68, p < .001, \eta^2 = .04$ ].

We found no support for the *Hypothesis 2-1*. The results showed that in the condition of the increases in the work time the moderator effect of the coping resource of reappraisal on the considered indicators of satisfaction is not significant.

The results of a two-way ANOVA (2x2) within which work on a day off was the independent variable and reappraisal was the moderator variable supported the *Hypothesis 2-2* only partially, for the outcome referring to marital satisfaction [ $F(1, 242) = 3.97, p < .05, \eta^2 = .03$ ]. The representation of this interaction may be found in Figure 8. The comparison groups had the following composition: no work on a day off:  $N = 31$ ; sometimes work on a day off:  $N = 106$ ; yes, work on a day off  $N = 111$ ; low job autonomy:  $N = 97$ ; high job autonomy:  $N = 151$ .



**Figure 8** Interaction effect of work on a day off and reappraisal on marital satisfaction

In the high reappraisers group we observed a significant mean difference in marital satisfaction between those not working on a day off and those sometimes working on a day off [ $MD = .41, F(2, 242) = 5.79, p < .005, \eta^2 = .05$ ] and also between those not working on a day off and those working on a day off [ $MD = .53, F(2, 242) = 5.79, p < .005, \eta^2 = .05$ ]. In the group answering that they work on a day off we found a significant mean difference between high and low reappraisers [ $MD = .30, F(1, 242) = 5.35, p < .05, \eta^2 = .02$ ].

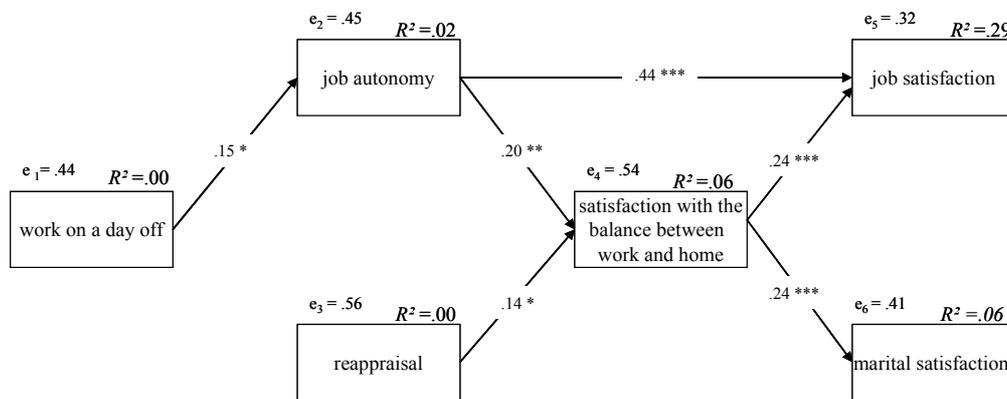
### ***SEM, path analysis in examination of the last two hypotheses of this study***

The last two hypotheses of the current study predicted that the coping resources will have a mediator role in the relationship between the time spent on the job and work-home balance and this will result in greater satisfaction with job and with marital life. We tested these through path analysis. Following the statement of the ***Hypothesis 3-1*** and thus in constructing an initial structural equation model we considered the stressor referring to the work time to be the predictive variable. Also, we treated the variables referring to the coping resources, job autonomy and reappraisal, as mediator variables that we assumed to facilitate greater satisfaction with work-home balance. In this model the satisfactions referring to job and to marital life were the final outcomes variable. The results obtained from the examination of the values of the estimates correspondent to the paths obtained from constructed structural model proved relatively unfavorable for fully supporting the ***Hypothesis 3-1***. Thus, this model had the following properties:  $\chi^2(2, 208) = 4.26, p = .12, GFI = .99, AGFI = .93, CFI = .98, FMIN = .02, RMSEA < .08$ , Hoelter *CN*

= 448,  $p = .01$ . In this model, the paths from work time to both coping resources were not significant. Still, inside this model we observed the path from work time to satisfaction with work-home balance to be significant ( $\beta = -.18, p < .01$ ). Further on, job autonomy proved to have a significant positive effect on satisfaction with the balance between work and home ( $\beta = .23, p < .001$ ) and on job satisfaction ( $\beta = .43, p < .001$ ). The effect of reappraisal on each outcome variable was not significant. Also, the results indicated that the satisfaction with the balance between work and home has a significant positive effect on job satisfaction ( $\beta = .26, p < .001$ ) and on marital satisfaction ( $\beta = .27, p < .001$ ). We may use the paths indicated to be significant to describe the relationships among the variables of this study through resemblance to a complete mediator relationship and to a moderated-mediated relationship. All other relationships investigated through this model proved to be not significant for a 95% confidence interval. In taken altogether, the results conferred partial support of the *Hypothesis 3-1*.

The *Hypothesis 3-2* stated that job autonomy and reappraisal will mediate the relationship between the stressor referring to work during a day off and the satisfaction with work-home balance that will consequently have a positive effect on job and on marital satisfaction. The results that we present in Figure 9 proved to support this model almost integrally. The fit of it into the data was satisfactory. Within this model, in considering the relevance of the path for the model and through disregarding the size of the effect we may be able to identify five complete mediation relationships. Thus, through the registered positive effects, satisfaction with the balance between work and home has a role similar to a full mediator of the relationship between reappraisal and job satisfaction, respectively marital

satisfaction and of the relationship between job autonomy and marital satisfaction. The coping resources, reappraisal and job autonomy, hypothesized to be mediator variables in the relationship between the stressor and the outcomes, have an enhancing effect on satisfaction with the balance between work and home. Yet, in this case, although positive, the effect of the satisfaction with the balance between work and home on the satisfactions related to job and to marital life is low rather than high (for  $p < .01$ ,  $r = .29$ , respectively  $r = .27$  and for both outcomes, for  $p < .001$ ,  $\beta = .24$ ).

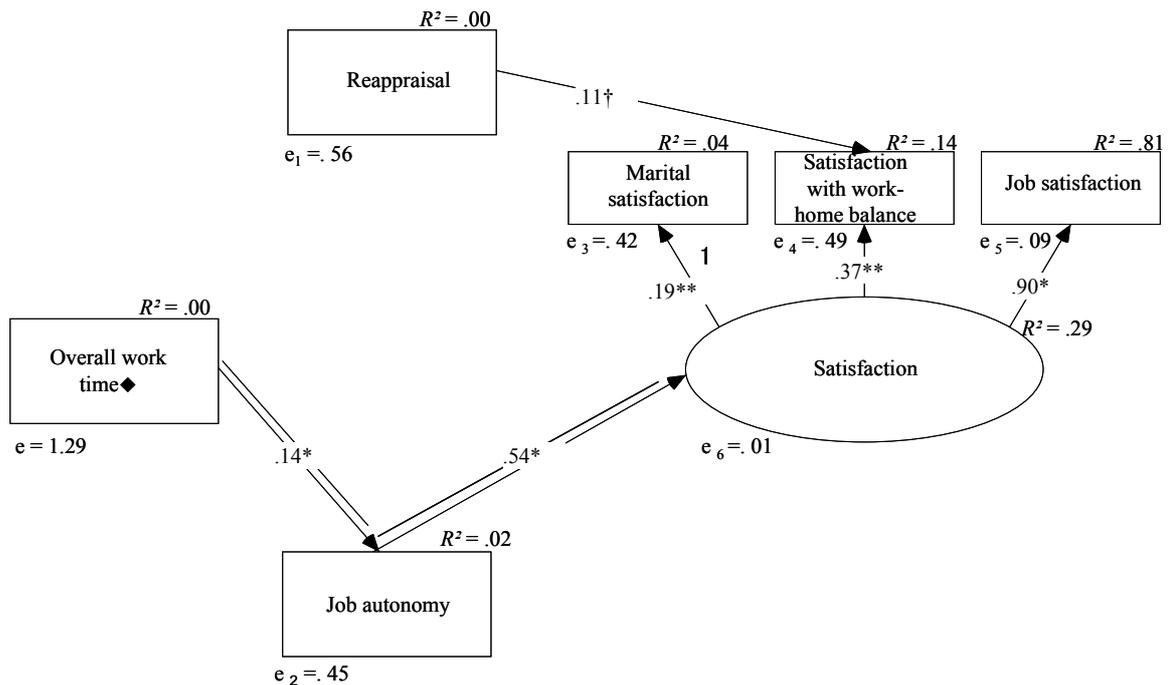


Note:  $* p < .05$ ,  $** p < .005$ ,  $*** p < .001$ . The numbers near each arrow are values of the standardized beta estimates obtained for the significant relationships existent in this model. The properties of this model are:  $\chi^2(8, N = 209) = 7.23$ ,  $p = .51$ ,  $GFI = .99$ ,  $AGFI = .97$ ,  $CFI = 1.00$ ,  $FMIN = .03$ ,  $RMSEA < .001$ , Hoelter  $CN = 578$ ,  $p = .01$ . For the simplification of the figure, although relevant for the model, we omitted the representation of the identified co-variances of errors between job satisfaction and marital satisfaction ( $cov = .14$ ,  $p < .05$ ).

**Figure 9** Path analysis model describing the function of the coping resources, reappraisal and job autonomy, in the relationship between work on a day off and satisfaction with the balance between work and home, job and marital satisfaction

The results also showed that the variable job autonomy acted as a complete mediator in the relationship between work on a day off and job satisfaction, respectively satisfaction with the balance between work and home. Further on, the direct path from job autonomy to job satisfaction was relevant for the model at a

significance level of  $p < .001$ ; also, the paths from job autonomy to satisfaction with the balance between work and home and from it to job satisfaction proved to be relevant, indicating also the existence of significant effects of the predictor on the outcomes. The latter mentioned results are similar to a mediator-moderation relationship.



*Note 1* : ♦ This variable was computed by adding the working time to the supplementary working hours.  
*Note 2*: We considered the latent outcome variable to be formed from three, observable factors (i.e., marital, job and balance satisfactions) that confirmed to load on it, describing it.  
*Note 3*: \*\*  $p < .01$ ; \*  $p < .05$ ; †  $p < .10$ . The values near each line are standardized  $\beta$  estimate coefficients. For the ease of presentation, we omitted from this representation the co-variance between errors that we inserted until the model proved good fit properties. The following properties describe this model's characteristics:  $\chi^2(7, N = 209) = 5.30, ns$ .  $GFI = .99$ ,  $AGFI = .98$ ,  $CFI = 1.00$ ,  $FMIN = .03$ ,  $RMSEA < .001$ , Hoelter  $CN = 726, p < .01$ . The double lines signify the identified mediation relationship. We kept in the model only the statistically significant relationships.

**Figure 10** Alternative model obtained through path analysis, indicating a full mediator role of job autonomy in the relationship between irregular time on the job and satisfaction

In continuing the examination of the hypotheses, we found a model alternative to that illustrated in Figure 9. We present this in Figure 10. In constructing it we obtained the predictor variable through addition. Thus, the predictor, the stressor

was a sum of work time and work on a day off. Further on, we obtained the observable characteristic of the latent variable referring to satisfaction from inserting the mean scores of job satisfaction, marital satisfaction and satisfaction with work-home balance. The results indicated that this alternative model confers partial support of the hypotheses model. As we may notice, the value of the path coefficient from overall work time to job autonomy ( $\beta = .14, p < .05$ ) is higher than the value of the correlation coefficient between work time and job autonomy ( $r = .11$  ns). This indicates that the condition of work during a day off, added to that of weekly work time enhances the autonomy that a person has in relation to the activities performed on the job and this determines increases in satisfaction. Job autonomy, the manifest, observable variable is a full mediator in the relationship between overall work time that is also an observable variable and the latent outcome-variable referring to satisfaction.

However, the path model in which we reversed the direction of the relationship between the predictor and the outcomes also fulfilled the criteria of good fit into the data indicated in Byrne (2010, p.161-194). From this fact we may also conclude that the model presented in Figure 10 is non-recursive.

### **3.4: Discussion**

In this study we referred to work-home balance in terms of a mutual inter-adaptation among the roles derived from the pursuit of job and of extra-job activities. The findings confirmed the evidence of the previous studies showing that the conjunction between work time and job autonomy constitutes in a factor that has a protective value in rapport to the satisfaction with work-home balance (Kubo

et.al., 2013; Valcour, 2007). Thus, in the condition of the extension of the work time from the normal norm of eight hours to nine hours and more, if a person had developed autonomy over the fulfillment of job tasks than we could observe a level of satisfaction with work-home balance above average, but if the job autonomy of a person was relatively underdeveloped than this constituted in a risk of experiencing dissatisfaction with work-home balance. Moreover, in the case of having autonomy over the realization of activities, spending time on the job during official days off proved to contribute to the experience of satisfaction with work-home balance, but in the case of having other people rather than the self responsible regarding the time and the modality of realizing job pursuits, the work during a day off affected the satisfaction with work-home balance. These results complete the statement according to which a balanced living is a consequence of the permissiveness of the environment in rapport to the individual interplay of time-arrangements and it occurs at the border between the realms of work and of home (Clark, 2000). Especially in the condition of non-standard hours spent on work during holidays, the autonomy over the job activities facilitates a reciprocal exchange of gratifications among the organizational context and the individual whose identity appears at the intersection of the multiple roles.

Further on, the current results provided additional support to the previous findings of Beutell (2010) and of Jang, Park and Zippey (2011). According to these authors, the time-control is a predisposing factor of the experience of job satisfaction. The findings of this study also revealed that in the condition of the extension of the work time from the normal norm of eight hours to nine hours or more a high level of personal control over the realization of work duties increased

the job satisfaction. Furthermore, the extension of the work time in conjunction to a low level of job autonomy determined a significant decrease of job satisfaction.

Therefore, the experience of satisfaction is a consequence of a normal length of time dedicated to job activities in regard to the realization of which the person has sufficient control. This finding contributes to the knowledge from until present. Thus, for example, Golden and Wiens-Tuers (2008) argued that especially the mandatory supplementary work hours are a contraindication for the maintenance of subjective well-being. The cognitively unfiltered emotions predetermine the helplessness of a person attempting to refill the internal resources. The revealed findings confer further understanding in regard to the function of reappraisal. For the experience of marital satisfaction in the condition of spending time on the job during official days off, the coping mechanism of reframing the emotions has a similar role to the mental switching-off, “the emotional detachment” (Sonnentag, Binnewies et.al., 2010) that prevents the overloads of stress derived from paid and from unpaid work responsibilities. Thus, according to the prevailed results, a nonstandard work schedule in conjunction to the ability of reappraising the emotions constitutes in a determinant of marital satisfaction. In emphasizing, the energetically resources that a worker has available to allocate to fulfilling activities are limited. Especially if engaging in work during days off, the cognitive reframing, that is reappraisal, is a valuable internal asset, a resilience resource. As illustrated through the results of this research, it provides to the person a modality to contribute to the realization of qualitative home-related chores. In contrast, the cognitively uncontrolled emotions have the potential to interfere negatively into the pursuit of family-related goals. Reappraisal alleviates the pressures inherent to the

prolonging of the time on the job during the official days off. Thus, it constitutes a precondition for the experience of marital satisfaction. Moreover, the results revealed a double, moderator and mediator role of job autonomy in the relationship between the extra-time spent on the job and satisfaction. The office-work, if accomplished during the over-hours predisposes a person to develop the control upon the modality of dealing to the paid responsibilities. The experience of success and the afferent satisfaction follows naturally to this sequence.

As far as it is our knowledge from until now, the studies that focus to examine comparatively the efficiency of the coping modalities of job autonomy and of reappraisal in Romanian samples of workers are, from our best knowledge, inexistent in the previous specialty literature in English language. Through this study we believe to have contributed to a certain point to uncover this gap. Yet, through the formulation of the items comprised in the questionnaire used in the current study, it still remains unclear whether the time spent on work during days off was mandatory. Although we incline to believe that it was and in spite of the fact that we base this affirmation on the empirical observation in regard to a need of the workers living in Romania to complete the monthly earnings or to adapt to the momentary legislative adjustments and thus to engage in supplementary hours on the job, this still constitutes in a limitation of this study. However, we assumed that the relative insufficient income is the main motive for which our respondents sacrificed the off-work time for the pursuit of job activities. Still, the time dedicated to work on a day off may represent through itself a source of emotional gratification. This is due to the use of the leisure, holiday-time in the service of the development of abilities and for the advancement on the job. It constitutes therefore in a chance

that permits to an individual to experience satisfaction. The workplaces that regulate the weekly time on the job offer also compensations (i.e., money) for spending extra-time on the job.

Last, but not least, as the results of the comparison test indicated, especially the women workers tend to spend more days off on the job than do the men workers. We imply that, through engaging in supplementary hours, especially the working mothers may contribute to complete the global family income and thus they also prevent the stagnation in the development of their career. Moreover, the results revealed that the working women use reappraisal more than the working men. This might constitute a consequence of the gender-differentiated socialization process that reflects in the propensity of the women to protect the family cohesiveness instead of sacrificing it for responding to a resource-soliciting workplace. In considering the prevailed results we may conclude that although women remain the primary responsible for the fulfillment of the traditional feminine roles (i.e., maintenance of the household and child care), they may also develop in compensation skills to maintain the well-being of their family.

A perfect study is an unrealistic pursuit, and so it being the current research has another several limitations. Among these, we enumerate the relative low number of participants from whom we collected the data, the fact of having a cross-sectional design, the reduction of the items in the composition of the instruments measuring the outcomes referring to satisfaction, at almost half of the original scales developed in the previous studies, from which we derived these. Also, in the future, the measure of the work time may be improved through inclusion of the other questions referring to the reason of the decision to pursue supplementary work

hours. Furthermore, the examination of the factors related to the socio-economical transition may have also completed the explanations of the above results.

In synthesizing, we may affirm that a nonstandard work schedule constitutes a source for a dissatisfactory work-life balance, generating qualitatively poor relationships, at work and at home. In the preventing the individuals from the experience of work-life imbalance caused by uneasy work arrangements, an organization should rely on forming their resources of inner control. Briefly, developing a healthy living inside and outside the office is an attempt that implies the self-control through which a person engaged in over-hours in the pursuit of paid activities is prone to derive satisfaction.

## **Chapter IV**

### **The problematic of gender differences in the work-home balance in Romania**

#### **4.1. Problem and purpose**

Workplaces are responsible for the construction of identity. In this entrepreneurship gender shapes the implementation of initiatives adapted to the work and to the family needs of the employees (Powell, 1999, p. 325-345). However, the examination of the gender issues in association to the stress factors, the coping resources and the balance between work and private life is a relative uninvestigated issue in Romania (e.g., Haragus, 2010).

A multitude of studies emphasize the importance of knowing the resources (e.g., support) that contribute to the success experienced at the interface between work and private life (e.g., Casper et.al., 2007). According to other previous studies, the control and the support, in work and in home, represent factors that have a protective value for the inner balance of a person (Voydanoff, 2005). Yet, in the reality of the workplaces, especially the women engaged in paid activities benefit from support in work which is a derivate of the life-policies for child care (Erdwins et.al., 2001). Yet, in the condition of increases in the overloads from work which may express through the extension of the time spent on the job, the autonomy over the realization of obligations is a determinant of the satisfaction with the balance

between work and life (Valcour, 2007) and it may constitute a specific of men rather than of women. Due to the policies that favor women in caring of the child, the men workers encounter the chance of having continuity on the job, without interruption of it for paternity leave. Thus, in prolonging the time spent on the job for providing sufficient material resources for the family, they also have the opportunity to develop autonomy over the accomplishment of work-duties. Moreover, in this context the working women tend to develop more than their counterparts the abilities of solving the responsibilities related to the household.

Further on, in a previous study Kreiner et.al. (2009) stated that the terms “life” and “home” are synonyms. A reason for this refers to the fact that the term of “home” includes five main aspects of the existence of a person: work (e.g., activities and relationships), family (i.e., liaisons to the base-family; intimate relationships to the newly formed-family), social encounters (e.g., friends), leisure (e.g., pursuit of hobbies) and proximal community (e.g., neighbors). Accordingly, in the study of this chapter, we treat the two concepts through assimilation of “life” into “home”.

In taken altogether, the main hypothesis of study was: if there are significant differences between men and women in the stressors of work-life interface (i.e., work time, demands) and in the coping mechanisms (i.e., control over demands, support) than these will effect significantly different for men and for women on the outcomes related to satisfaction, and therefore the increases in the stressors in conjunction to well developed coping mechanisms will determine greater satisfaction than in conjunction to poor developed or to relatively underdeveloped coping mechanisms.

## 4.2: Method

We used for this study a part of the convenience sample formed through snowball sampling and presented in the former chapters. The statistical procedures in the examination of the hypothesis of this chapter were: Independent Samples *t*-test statistics for the comparison of means, Univariate ANOVA by Tukey method with pair-wise comparisons, post-hoc Bonferroni correction and linear regression analysis.

We present in the following the scales used in the pursuit of this study. For the instruments measuring the demands, the autonomy and the support, in work and in home, the choices that the participants had in answering to these questions ranged on a five-point Likert type of scale from the value of 0 (*never*) to the value of 4 (*always*).

**Job demands:** For measuring this characteristic we used three out of the total of four original items developed in the previous research of Kuper and Marmot (2003). We found these to have a value of the reliability coefficient Cronbach alpha above .70, equal to  $\alpha = .71$ . The content of this scale referred to the intensity, to the rapidity in solving the multitude of requests coming from work and to the perception of stress derived from these. An example of an item of this scale, illustrated also in Appendix 1 of this research is “I have to work very fast”.

**Home demands:** Out of a total of three newly developed items for measuring the characteristic referring to the overwhelming responsibilities appeared from the outside-office domain of life of a person, we used a single item that was indicated in the conducted exploratory factor analysis the method of principal components

with Promax rotation to have the highest load (see Appendix 3). The reason for this choice was the fact that we found the reliability coefficient Cronbach alpha of the three designed items to register a value of below the minimum acceptable of .70. The content of the item measuring this variable referred to a person perceiving the obligation to accomplish the duties coming from home in a fast manner after finishing the work program.

**Work autonomy:** For the measurement of the control that a person perceives to have upon the demands coming from the job, we used six out of a total of nine items adapted from the aforementioned previous research of Kuper and Marmot (2003). These six items registered an acceptable value of the reliability coefficient Cronbach alpha ( $\alpha = .88$ ). Precisely, we used all the items illustrated in Appendix 3 to load on the first factor of job autonomy, except for the last one, item 10 that referred to the time spent on work. An example of an item of this scale is “I am allowed to choose and to decide what I do at work”.

**Work support:** We used all the six items derived from the aforementioned research. The content of this scale referred to the emotional and to the instrumental aid from co-workers and from work-supervisors in the pursuit of the job responsibilities. For this instrument, the value of the reliability coefficient Cronbach alpha was equal to  $\alpha = .89$ . An example of an item of this scale is “My immediate superior is willing to listen to my problems”.

**Home autonomy:** We developed four new items to measure the control that a person perceives to have over the realization of the duties coming from home. The value of the reliability coefficient Cronbach alpha of these items was equal to  $\alpha = .79$ . An example of an item of this scale is “I have a word to say in the choices

and in the decisions in regard to the way I solve home-related activities”.

**Home support:** We developed three new items to measure the emotional aid that a person perceives to benefit of from relatives and from friends existent in the proximal environment of the outside-work. The value of the reliability coefficient Cronbach alpha of these items was equal to  $\alpha = .77$ . An example of item of this scale is “I feel safe in the presence of family and of close friends”.

**Work-home balance skill:** As already mentioned in a previous chapter of this research, we developed 14 items to measure the presence of the self-appraised ability of balancing the domains of life, work and home. The reliability coefficient Cronbach alpha of this scale was equal to a value of .94. An example of an item of this instrument is “I am skillful in dividing my energy between work and home”. As we may notice in Appendix 3, the EFA indicated that the skill in work-home balance constitutes a different factor from the satisfaction with work-life balance. The choices offered to the participants in answering to this measure ranged on a five-point Likert type of scale from the value of 0 (*totally disagree*) to the value of 4 (*totally agree*).

**Satisfaction with work-life balance:** The measured of this characteristic was inspired from the content of the items developed in the previous study of Valcour (2007) and it referred to the level of satisfaction with the acquired work-life balance, comprising a set of another 14 items that proved through EFA to constitute a separate factor from that of the skill in work-home balance. The registered value of the reliability coefficient Cronbach alpha for this instrument was equal to .96. An example of an item of this scale is “I feel content with the way I integrate work, family and social-life”. The choices offered to the participants in answering to this

measure ranged on a five-point Likert type of scale from the value of 0 (*least*) to the value of 4 (*very much*).

**Overall job satisfaction:** For the measurement of the positively appraised content and context related to job activities we used four items developed in the previous study of Rutherford et.al. (2009) ( $\alpha = .81$ ). An example of an item of this instrument is “My job is exciting”. The choices offered to the participants in answering to these items ranged on a five-point Likert type of scale from the value of 0 (*totally disagree*) to the value of 4 (*totally agree*).

**General home-life satisfaction:** We used five newly developed items to measure the feeling of satisfaction with the life that a person spends outside the time and the space of work. The reliability coefficient Cronbach alpha of this scale had a value equal to .85. An example of item of this scale is “My home-life is exciting”. The choices that we offered to the participants in answering to these items ranged on a five-point Likert type of scale from the value of 0 (*not at all*) to the value of 4 (*to a very great extent*).

**Depression:** To measure the presence of the incipient symptoms of depression, we used three out of a total of five items developed in the previous study of Mroczek and Almeida (2004). The EFA indicated these to form a separate factor from anxiety (see Appendix 3). The reliability coefficient Cronbach alpha of this scale had a value equal to  $\alpha = .87$ . An example of the measure of this characteristic is “How often do you feel hopeless?” The choices offered to the participants in answering to these items ranged on a five-point Likert type of scale from the value of 0 (*less than once in a year*) to the value of 4 (*almost daily*).

### ***The description of the sample in this study***

We describe firstly the characteristics of the sample of men in this study ( $N = 145$ ). Thus, this sample registered a mean age of 41.94 years ( $SD = 12.27$ ). A percent of 46.2 men had university graduated level of studies, 27.6% followed the next upper level of education (i.e., the master studies), 15.2% were high school graduates, 6.9% had doctorate degree and 4.1% were post-doctoral studies graduates. In this sample, 33.8% of men were unmarried and 65.5% were married. The rest of the data (0.7%) in reference to the marital status of the sample of men workers were missing due to the permission offered to the participants to leave incomplete answers in filling in the questionnaire. Further on, 42.1% of men had no children, 31.7% of them had one child, 22.8% had two children and 2.8% had three children; 0.7% of the men participants declined to report data about the number of children. In reference to the time spent on the job, 51.7% of the men worked a time interval situated between seven to eight hours during the week-days, 30.3% had a daily working time of nine to 10 hours, 13.8% of them engaged in job activities for a length of time situated between 11 and 12 hours and 3.4% of the men participants worked between four and six hours per week-day. In regard to the daily hours of work of the sample of men of this study, we found 0.7% incomplete answers the filled-in questionnaires that returned to us. A percent of 44.8 of the sample of men declared that they sometimes work during week-ends or days off, 36.6% answered that they do not do supplementary work hours during week-ends or days off and 18.6% answered that they work during the official spare time from work. From the collected data, we found that more than half of the men participants in this study, 52.4% wish to remain in the actual job during the proximal future, in the next three

to six months, while a percent of 41.4 of them are ambivalent about the pursuit of changing their present job in the next months. Further on, 6.2% of the men workers affirmed that they intend to change the job in the following three to six months.

Secondly, in the following, we present the information characterizing the sample of the women workers in this study ( $N = 166$ ). The mean age of it had a value equal with 41.45 years old ( $SD = 11.81$ ). A percent of 44 women had university graduated level of studies, 23.5% followed the next upper level of education (i.e., the master studies), 22.9% were high school graduates, 5.4% had doctoral level of studies and 2.4 % were post-doctoral studies graduates. In this sample, from the collected data in regard to the educational level, 1.8% of these were missing due to the incomplete filling-in of the questionnaires that returned to us. Further on, the majority of women, 69.9% were married, 28.3% of them were unmarried and the rest of 1.8% declined to report information about their marital status. In regard to the parental status, 40.4% of the women participants in this study had no children, 32.5% of them had one child, 22.9% had two children, 3.00% had three children and a percent of 1.2 represented incomplete data in the answers that the women in this study provided. In reference to the time spent on the job, 57.8% of the women worked a time situated between seven to eight hours during the week-days, 26.5% had a daily working time of nine to 10 hours, 4.2% of the women worked between 11 and 12 hours, 8.6% of them worked between four and six hours per week-day and 2.4% of the answers of the women in regard to the hours spent on the job were incomplete data. A percent equal to almost half of the women respondents, precisely 49.9% of them answered that they do not spent on the job the supplementary work hours during week-ends or days off, 42.8% declared that they

pursue sometimes paid work during the week-ends or the days off from job and 7.8% of them answered that they engage in work during the spare time from job. The majority of the women in this study, 57.8% answered that they intend to remain on the actual job during the proximal future referring to the next three to six months, a percent of 36.7 of the women were unsure about any changes that they would operate in the next months in order to change the actual job and 5.4% of women declared that they intend to leave the actual job in the next months.

### **4.3: Results**

In Table 5 we present the descriptive statistics and the values of the *t*-test obtained in the preliminary examination of the hypotheses of study in the current chapter. Thus, we observed that there are significant differences between working men and working women in Romania, men registering higher means than women in regard to the variables referring to education, work time and job autonomy. Women have significant higher means than men for the variables referring to home demands and autonomy in solving home demands.

Further on, the results of the linear regression analysis (see Table 6) and also the results of the analysis of variance, ANOVA have both shown that there is a significant interaction effect between the work demands and the work support on the satisfaction with the balance between work and home, for men and on the general home-life satisfaction, for women.

**Table 5** Cronbach alpha reliability coefficient of the scales, correlation matrix between the variables and results obtained from the Independent Samples *t*-test statistics

Variable	$\alpha$ Cronbach															SD	M	SD	M	t-test			
	$\alpha$ Cronbach																						
	men	women	1	2	3	4	5	6	7	8	9	10	11	12	13						14	15	
1 Education	single item	single item	-	-.02	-.15	-.02	.05	-.08	-.04	.14	-.02	.15	-.03	.09	.06	-.10	-.08	2.39	0.96	2.16	0.95	-2.13*	
2 Marital status	single item	single item	-.12	-	.49**	-.03	.14	-.04	.09	-.10	-.03	.04	-.02	.09	-.04	.33**	.12	0.66	0.52	0.73	0.46	1.32	ns
3 Number of children	single item	single item	-.31**	.47**	-	.01	.17*	.15	.17*	-.06	-.22**	-.03	.01	-.05	.07	.46**	.03	0.83	0.87	0.90	0.86	0.71	ns
4 Working time	single item	single item	.23**	.09	.05	-	.41**	.14	.07	-.09	-.12	.02	-.11	-.07	.02	.04	.19*	3.51	0.82	3.22	0.77	-3.24***	
5 Job demands	0.74	0.69	.06	.03	-.05	.10	-	.37**	.19*	-.10	-.01	.12	-.03	.15	.10	.02	.18*	2.03	0.77	2.01	0.79	0.31	ns
6 Home demands	single item	single item	-.07	.38**	.32**	.13	.08	-	.16	.10	.18*	.07	.08	.30	.17*	.20*	.04	2.12	0.84	2.60	0.91	-4.79***	
7 Work autonomy	0.88	0.86	-.01	-.07	-.03	.09	.10	-.11	-	.33**	.14	.16	.19*	.10	.68**	.21**	-.18*	2.30	1.05	2.02	1.01	2.34*	
8 Work support	0.91	0.88	.07	-.03	-.09	.06	.07	-.04	.51**	-	.22	.25**	.33**	.25**	.69**	.14	-.20*	2.60	0.94	2.64	0.96	-0.33	ns
9 Home autonomy	0.80	0.77	.08	-.04	-.19*	.10	.14	-.09	.17*	.28**	-	.32**	.29**	.34**	.13	.03	-.16	2.91	1.00	3.24	0.73	-3.34***	
10 Home support	0.83	0.83	.17*	-.05	-.10	.04	.18*	-.10	.03	.23**	.23**	-	.24**	.21*	.23**	.26**	-.26**	3.28	0.70	3.42	0.57	-1.87 < .10	
11 Work-home balance skill	0.95	0.95	-.02	.04	-.16*	-.01	.16*	.05	.14	.26**	.36**	.19	-	.39**	.30**	.21*	-.33*	2.78	0.88	2.85	0.93	-0.71	ns
12 Satisfaction with work-life balance	0.97	0.97	.02	-.11	-.18*	.02	.05	-.02	.26	.43**	.25**	.21**	.51**	-	.26**	.21*	-.22*	2.37	0.98	2.31	0.99	0.48	ns
13 Overall job satisfaction	0.87	0.77	.03	-.01	.03	.09	.07	-.04	.75**	.75**	.22**	.07	.21*	.33**	-	.20*	-.23*	2.25	1.03	2.15	0.95	0.88	ns
14 General home-life satisfaction	0.88	0.82	-.23**	.47**	.47**	-.01	.07	.36**	-.02	.07	.09	.12	.23**	.12	.02**	-	-.07	2.27	1.44	2.22	1.47	0.32	ns
15 Depression	0.90	0.83	-.09	.00	.05	.14	.03	.10	-.17*	-.14	-.09	-.17*	-.10	-.10	-.18**	.01	-	0.69	0.96	0.66	0.80	0.36	ns

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ . The codes for education, ranged from 1, for high-school, to 4, for post-doctorate, for marital status were 0, for unmarried and 1, for married, for number of children ranged from 0, for no child, to 4, for four or more children, for working time, ranged from 1, for less than four hours per day, to 5, for between 11 and 12 hours daily. In the upper diagonal, there is the correlation matrix for the sample of men and in the lower diagonal, there is the correlations between the same variables for the sample of women.

As we may notice in Figure 9 in the sample of men the work support is a moderator in the relationship between work demands and satisfaction between work and home. The obtained value of the statistic test was  $F(3, 144) = 4.78, p < .05, \eta^2 = .03$ . Further on, the results indicated that for the men workers there is a significant main effect of the work support on the independent variable, the satisfaction with the balance between work and home. The afferent mean differences and the statistic are:  $MD = .51, F(1, 141) = 9.90, p < .005, \eta^2 = .07$ . Therefore, in the group of men workers benefiting from substantial work support (i.e., above the mean of the sample) we noticed that there are significant differences in the satisfaction with work-home balance between those confronting to high, soliciting job demands and those appreciating the job demands to be lax (i.e., having a value that reaches a point below the mean of the sample). The afferent mean differences and the statistic are:  $MD = .48, F(1, 141) = 4.62, p < .05, \eta^2 = .03$ . In the group of men workers whose work demands situated above mean there are significant differences in the satisfaction with work-home balance between those perceiving to benefit from substantial work support (i.e., above mean) and those considering that they receive a low work support (i.e., below mean) from the organization. The afferent values that we found for the mean differences and the statistic are:  $MD = .86, F(1, 141) = 12.26, p < .001, \eta^2 = .08$ . For the group of women workers, the results indicated that the work support is a moderator in the relationship between the work demands and the general home-life satisfaction (see Figure 10). Still, different from the sample of men workers and unexpectedly in rapport to the hypothesis of this study, for the sample of women the direction of the effect was reversed.

**Table 6** Linear regression analyses for men sample and for women sample

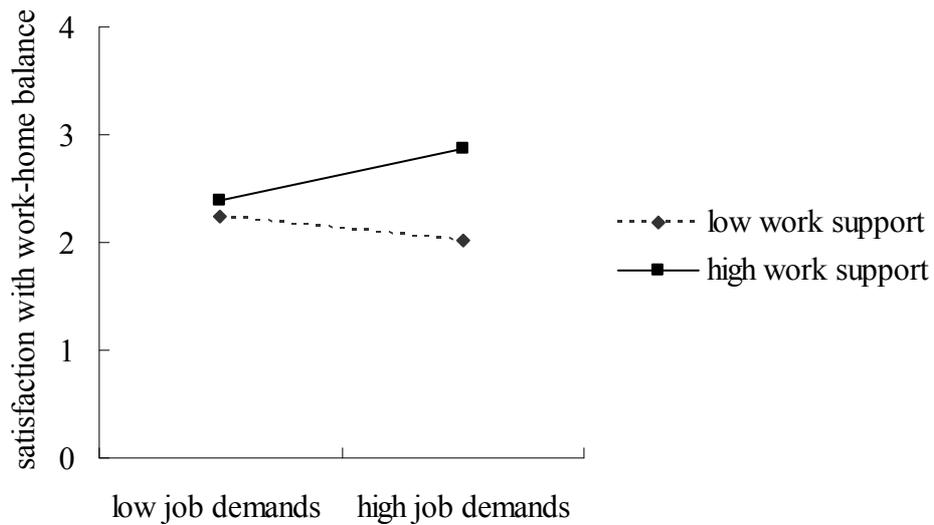
Predictors	Outcomes															
	SWLB				OJS				GHL				DEPR			
	$\beta_M$		$\beta_W$		$\beta_M$		$\beta_W$		$\beta_M$		$\beta_W$		$\beta_M$		$\beta_W$	
Education	.05	ns	-.04	ns	.00	ns	.05	ns	-.06	ns	-.08	ns	-.10	ns	-.10	ns
Marital status	.19	*	-.11	ns	-.01	ns	.01	ns	.15	ns	.23	***	.14	ns	-.01	ns
Number of children	-.14	ns	-.05	ns	-.03	ns	.10	†	.37	****	.36	****	-.09	ns	.01	ns
Working time	-.10	ns	.03	ns	-.02	ns	.01	ns	.09	ns	-.06	ns	.06	ns	.21	*
<b>R<sup>2</sup><sub>1</sub></b>	<b>.04</b>	<b>ns</b>	<b>.04</b>	<b>ns</b>	<b>.02</b>	<b>ns</b>	<b>.00</b>	<b>ns</b>	<b>.22</b>	<b>****</b>	<b>.30</b>	<b>****</b>	<b>.06</b>	<b>†</b>	<b>.04</b>	<b>ns</b>
Job demands (JD)	.49	ns	.21	ns	-.01	ns	.12	ns	.27	ns	-.02	ns	.01	ns	.13	ns
Home demands (HD)	-.44	ns	-.19	ns	.23	ns	.24	ns	-.13	ns	-.63	ns	.20	ns	-.59	ns
<b>R<sup>2</sup><sub>2</sub></b>	<b>.14</b>	<b>***</b>	<b>.04</b>	<b>ns</b>	<b>.03</b>	<b>ns</b>	<b>.01</b>	<b>ns</b>	<b>.26</b>	<b>*</b>	<b>.34</b>	<b>*</b>	<b>.07</b>	<b>ns</b>	<b>.05</b>	<b>ns</b>
<b>R<sup>2</sup><sub>2</sub> - R<sup>2</sup><sub>1</sub></b>	<b>.10</b>	<b>***</b>	<b>.00</b>	<b>ns</b>	<b>.01</b>	<b>ns</b>	<b>.01</b>	<b>ns</b>	<b>.04</b>	<b>*</b>	<b>.04</b>	<b>*</b>	<b>.01</b>	<b>ns</b>	<b>.01</b>	<b>ns</b>
Work autonomy (WA)	-.13	ns	.04	ns	.71	****	.37	****	.13	ns	-.11	ns	-.21	ns	-.14	ns
Work support (WS)	-.32	ns	.13	ns	.18	ns	.65	****	-.02	ns	.40	*	.23	ns	.10	ns
Home autonomy (HA)	.38	†	.15	ns	.19	ns	-.06	ns	.27	ns	-.02	ns	.02	ns	.06	ns
Home support (HS)	.17	ns	.23	†	-.10	ns	-.02	ns	.45	*	.04	ns	-.34	†	-.40	*
Work-home balance skill (WHB)	.60	*	.18	ns	-.02	ns	.05	ns	-.26	ns	.11	ns	-.24	ns	.17	ns
<b>R<sup>2</sup><sub>3</sub></b>	<b>.29</b>	<b>****</b>	<b>.41</b>	<b>****</b>	<b>.72</b>	<b>****</b>	<b>.76</b>	<b>****</b>	<b>.36</b>	<b>**</b>	<b>.44</b>	<b>****</b>	<b>.23</b>	<b>****</b>	<b>.10</b>	<b>ns</b>
<b>R<sup>2</sup><sub>3</sub> - R<sup>2</sup><sub>2</sub></b>	<b>.15</b>	<b>****</b>	<b>.37</b>	<b>****</b>	<b>.69</b>	<b>****</b>	<b>.75</b>	<b>****</b>	<b>.10</b>	<b>**</b>	<b>.10</b>	<b>****</b>	<b>.16</b>	<b>****</b>	<b>.05</b>	<b>ns</b>
JDxWA	.03	ns	.07	ns	-.31	*	.18	ns	-.21	ns	.09	ns	.08	ns	-.20	ns
JDxWS	.64	*	.16	ns	.52	***	-.19	ns	.03	ns	-.57	*	-.26	ns	-.04	ns
JDxHA	-.30	ns	-.38	ns	-.51	*	.16	ns	-.54	ns	.22	ns	-.09	ns	-.29	ns
JDxHS	-.10	ns	-.68	†	.28	ns	-.21	ns	-.53	ns	.05	ns	.41	ns	.87	†
HDxWA	-.11	ns	.03	ns	.12	ns	-.03	ns	-.07	ns	.14	ns	-.18	ns	.46	†
HDxWS	-.13	ns	.17	ns	-.14	ns	-.07	ns	.15	ns	.12	ns	.58	†	-.63	*
HDxHA	.17	ns	-.17	ns	-.17	ns	.14	ns	.10	ns	.40	ns	.46	ns	.59	ns
HDxHS	.87	†	.19	ns	-.21	ns	-.26	ns	.02	ns	.29	ns	-.56	ns	.08	ns
JDxWHB	-.65	ns	.66	**	.09	ns	-.01	ns	.60	ns	.26	ns	.00	ns	-.47	ns
HDxWHB	-.12	ns	-.07	ns	.17	ns	-.05	ns	.11	ns	-.12	ns	-.43	ns	.08	ns
<b>R<sup>2</sup><sub>4</sub></b>	<b>.37</b>	<b>ns</b>	<b>.46</b>	<b>ns</b>	<b>.76</b>	<b>*</b>	<b>.77</b>	<b>ns</b>	<b>.41</b>	<b>ns</b>	<b>.49</b>	<b>ns</b>	<b>.29</b>	<b>ns</b>	<b>.17</b>	<b>ns</b>
<b>R<sup>2</sup><sub>4</sub> - R<sup>2</sup><sub>3</sub></b>	<b>.08</b>	<b>ns</b>	<b>.05</b>	<b>ns</b>	<b>.04</b>	<b>*</b>	<b>.02</b>	<b>ns</b>	<b>.05</b>	<b>ns</b>	<b>.05</b>	<b>ns</b>	<b>.06</b>	<b>ns</b>	<b>.07</b>	<b>ns</b>
<i>F</i> <sub>3</sub>	4.75	****	9.48	****	30.01	****	41.84	****	6.61	****	10.43	****	3.60	****	1.55	ns
<i>F</i> <sub>4</sub>	3.33	****	5.59	****	18.09	****	21.75	****	3.98	****	6.23	****	2.26	****	1.34	ns

Note: SWLB = satisfaction with work-life balance, OJS = overall job satisfaction, GHL = general home-life satisfaction, DEPR = depression, M = men, W = women. †  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .005$ , \*\*\*\*  $p < .001$ .

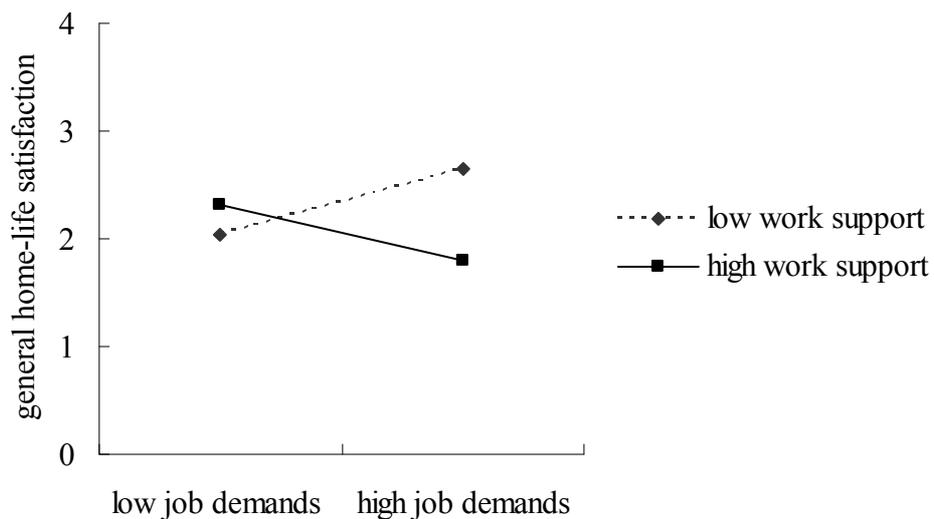
*F*<sub>3</sub>, respectively *F*<sub>4</sub> = value of the *F* coefficient obtained from the regression analysis for the third step, respectively for the last step.

Thus, to the women appraising their job-responsibilities to be overloaded to stress the support in work constitutes in a buffering factor of their experience of home-related satisfaction; for the women confronting to high demands from their jobs, in order to feel satisfaction outside the office, the work support is unnecessary rather than imperative. The afferent statistic is:  $F(3, 165) = 5.35, p < .05, \eta^2 = .03$ . Further on, in the women group confronting to high work demands (i.e., above the mean of the sample) we could notice that there are significant differences in the general home-life satisfaction between those perceiving to benefit from substantial

work support (i.e., above mean) and those appraising to receive low support in work (i.e., below mean) from the organization. The afferent obtained statistic is:  $MD = .85, F(1, 162) = 4.73, p < .05, \eta^2 = .03$ .



**Figure 9** Work support moderates the relationship between job demands and satisfaction with work-home balance, for men



**Figure 10** Work support moderates the relationship between job demands and general home-life satisfaction, for women

#### **4.4: Discussion**

The prevailed results indicate that for women there is a social pressure for the enactment of the traditional feminine roles and this may determine gender discrimination issues. The relative underdeveloped work-life practices inside the organizations create the premises for the employed women to compensate through an over-engagement in the accomplishment of home-related demands. To counterbalance this tendency of women toward sacrificing their career for the care of the family-chimney we consider that it would be important that the organizations offer to them access to educational opportunities and thus facilitate their advancement on job-positions. Also, the in-site provision of care for the child or of arrangements for the pursuit of their hobbies would permit to them to activate inside an unrestrictive environment in rapport to the development of their work-related abilities and performance.

According to our expectations the workplace that requires a hard pursuit of activities in combination to a relative moderate support in the realization of these constitutes in a determinant of a dissatisfactory balance between work and home of the active population of men in Romania. Yet, a competitive organization, offering support in the accomplishment of duties confers the premises for the men workers to experience satisfaction with the balance between work and home. In contrast, for women engaged in the accomplishment of paid responsibilities, a determinant of their feeling of dissatisfaction with the home-life is a workplace that solicits from them to pursue fast and intense job activities and it also provides support in the realization of these. Still, if the women confront to high demands from the job and

if they receive from the workplace a moderate support in the pursuit of fulfilling these, they are prone to experience while at home, outside the office, a feeling of satisfaction.

In synthesizing, the prevailed results showed that the benefits in the offer of support directed toward men and toward women differs qualitatively. This is in accord to the previous study of Haragus (2010). Thus, we consider that these results describe a specific of the socio-economic transition affecting the working organizations in Romania. Also, the prevailed findings are consistent to the arguments that may be found in the research of Stansfeld (2006, p. 148-171) showing that, on long-term, although the support has generally a protective role, constituting a resource, in certain conditions, it may buffer the health. Depending on the environmental factors and on the individual characteristics support may affect the well-being. Thus, as the results showed, the satisfaction of women experienced outside the workplace is conditioned by the association between the overloads from job and the substantial versus the lax support in work. In the former case, the impact is negative.

We mention among the limitations of this study the fact that the obtained results may be non-replicable in another sample with a different cultural background. An explanation is that of the Romanian social context subdued to numerous changes within short-time periods (i.e., short-notice implementation of numerous amendments to the existent policies). Moreover, the design of this study was cross-sectional. The moment of collecting the data may account for variations in satisfaction. Perhaps the findings reflect only a transitory situation. Further on, we refer to the formulation of the items in terms of “satisfaction” and “contentment” to

constitute another limitation of this study. In the elaboration of the scale measuring the satisfaction with work-home balance, we considered these to be synonyms. In this regard we mention that at a surface, common sense level of the language, people may use the terms “contentment” and “satisfaction” interchangeably, as almost perfect synonyms, but at profound level of a psycho-linguistic analysis of the meaning and of the context, the two terms may refer to emotional states that differ qualitatively from each other (Lazarus, 1991, p.277, 293). According to this source, contentment is a more complex emotion than satisfaction in that the former implies more cognitive appraisals than the mere affective experience, which is a characteristic of the latter. Last, but not least, for the women workers in Romania, married and unmarried, the resource of support may account for variations in the work-home balance in the condition when it refers to the emotional and to the instrumental supplies received from the outside work environment. For the married women engaged in home chores and in work, the provision of support from the partner may be of value, while for single women, the resource of friends and acquaintances may sustain the maintenance of the state of work-home balance. Yet, in the pursuit of this study, we disregarded the influence of these factors, neglecting to construct a proper measure of these.

In spite of the aforementioned limitations of this study and based on the obtained results we consider that the implementation in the organizations in Romania of renewed work-life policies should focus on the realization of an accurate correspondence between the work conditions and the family needs of the employees. The reason is that the work support is a resource from which the individuals activating inside the organization may ultimately benefit of. Therefore, the modality,

through which they express the need of support related to the course of the actualization of the work-life balance within their current existence, is important for both, the individual and the society, for the construction and for the maintenance of the subjective and of the collective well-being. Furthermore, in a state of mind of calmness, the human force engaged in the work process may contribute to the global functioning of the organization through the quality of the emerging outcomes. In an analysis of the organizational climate and in the service of a reciprocal optimal adaptation of the person to the environment, the indicators referring to work support and to work-life balance are important and therefore worth consideration.

In concluding, in the attempt of protecting the health of the work force inside the offices, those responsible (e.g., managers, social workers) there for the progress of the paid activities, should carefully weight the modality of providing support. This is an external [organizational] asset that if offered in accord to the [internal, developmental] needs of the employed men and of the employed women may account for surpassing the gender inequalities inside the workplaces in Romania.

## **Chapter V**

### **Strategies based on the integration/segmentation preference and on the availability of care-giving resources: a qualitative investigation of the role balance of the workers in Romania**

#### **5.1. Problem and purpose**

In this qualitative study we intended to empirically explore the correspondence between the development of the career in relation to the significance that family and work have inside the life of a person and to the success derived from the practice of the strategies based on the preferences through which people balance the main roles of life. We assume that these will influence the decisional process of the individuals in reference to the experience of life-situations that may be critical (i.e., care for an elder) and in reference to the provision of a proper education to the young dependents in the proximal environment (i.e., child). Therefore, we aim to study the premises of forming the preferences (i.e., integration versus segmentation) of the workers in rapport to the available offer of work-life balance legislative policies existent in the current organizational context in Romania and in relation to the perceived availability of a person for offering efficient care for the people in the home environment.

The role-balance (Marks & MacDermid, 1996) between the breadwinner-role and the family-member role implies the existence of strategies adapted to the

demands coming from work and from home. On the basis of these people may determine the modalities through which they may provide qualitative care, efficient help and education to the dependents at home. In function of the enactment of a predominant tendency of the workers to segment or to integrate the domains of life and in relation to the availability of organizational policies, the offer for home-care that constitutes an aspect of the unpaid domain of life of a person, may be more or less congruent to the needs of the beneficiaries (e.g., patience in speaking to an elderly or emotional availability for bonding to the child).

In previous studies we find mentioned that the implementation of the legislative stipulations in regard to the performing of unpaid activities of care represents an initiative that belongs to the countries in Western Europe. Thus, in England, there is the “*Careers Recognition and Services Act (1995)*” and in Denmark, there is the “*Social Support Act (2007)*”. These have the main purpose of diminishing the mental tension and consequently, of facilitating the access to the emotional and to the time resources of the workers through the availability of which they may respond promptly and adequately to the needs of a dependent adult or child. Recently, van Campen, de Boer and Iedema (2013) have shown that the prolonging of the time spent on care of an ill relative increases the risk of the care-giver to experience unhappiness and ill-being. Moreover, in regard to the young dependents, in England, although both forms of education, formal and informal are valued, in 2008, the number of children aged between three to five years old and included in formal education had increased significantly (Nuffield Foundation, 2012). According to this source, the role clarity is positively related to the quality of educational offer to the children.

Further on, we refer to the work and to the outside-office domains of life. These may have the mental representation of two spheres to which we may attach the attribute of “tangent” or “non-tangent”. In this regard, in a previous study, Hall and Richter (1989) conceptualized these in terms of “separate worlds”. Moreover, as already mentioned, a metaphor through which the authors describe the border between the domains of life of a person, work and home, is that of “mental fences” (e.g., Ashforth et.al., 2000). Consequently, the boundary between these protects the individuals constructing it from undesired, reciprocal or unidirectional intrusions of the office-work into the family. Thus, except for the hours spent on paid and on unpaid activities and especially in the case of providing care for a child and/or for a dependent adult relative, the correspondence between the offer of family-friendly policies inside the office and the preference of a person to trace one of the four possible combinations of boundaries between work and private life (i.e., flexible and permeable; inflexible and impermeable; inflexible, but permeable; flexible, but impermeable) may determine a stable rather than an instable equilibrium and, therefore, may account for the degree of satisfaction experienced consequently to the realization of a variety of activities associated to numerous life-roles.

The examination of the individual modality of establishment of the work-home borders in Romania is a topic that worth the focus of study. A reason is that in general through the extension of a role in time or in space (i.e., a worker receiving calls from home; a worker who, although at the office, has difficulties in switching-off the mental state derived from the parental or from the spousal role), a person may experience more or less internal discomfort and consumption of energy. And a social context subdued to changes may accentuate the aforementioned

undesired outcomes.

As stated in previous studies a convenient role-border between work and home is congruent to the need of an individual of a harmonious development and it constitutes into a resource through which a person is able to manage successfully the fulfillment of the responsibilities, thus actualizing the balance of roles in the present life (i.e., Currie & Eveline, 2011). The more flexible and the more permeable to the influences of a domain into the other a border is, the more a person tends to integrate work and private life. In contrast, a relative inflexible and impermeable border, through the intermediate of which a person tends to delimit strictly the two domains of life and to forbid the inter-influence between these (i.e., stating clearly to the work colleagues to refrain from calling at home and to the family members, to refrain from calling at work), describes the quality of a person to segment work and life. Kreiner et.al. (2009) affirmed that in practice we may only observe a tendency of a person to segment or to integrate and the pure types are a mere theoretical abstraction. A flexible adaptation to the diverse circumstances of life may perhaps require matching the segmentation and the integration tendencies to the responsibilities corresponding to the multiple roles. A facile and synergetic intercourse of the domains of life depends on the ability of a person to juggle the available resources. In dependence to the circumstances, a counterpart preference may serve the purpose of the state of work-home balance. Still, if a critical situation prolongs along time and if consequently the people encounter a blockage in the actualization of the natural tendencies than the frustration of needs and the stagnation in a developmental stage may appear, determining the confrontation to stressful situations which may eventually constitute in a problem, the impairments

in health. In reformulating, if people have underdeveloped a sufficient and an efficient coping modality for surpassing an impasse than this may affect them and those in the proximal environment. Therefore, in this study we plan to investigate whether and in what conditions the integration and the segmentation strategies may serve to the ultimate purposes referring to an optimal functioning condition that permits the adaptation to the environmental encounters.

## **5.2: Method**

We asked a number of 10 employees, six women and four men, having an average age of 42.5 years old, working a mean daily time of 8.3 hours, having a length of the annual leave of 24.3 days off, cohabiting with a relevant person to whom they had a relationship of significant-alter type (i.e., parent, spouse, friend, child) to offer voluntarily their verbal answers to the questions of the interview. The participants were randomly recruited from four different public institutions in Romania, Bucharest, namely A, B, C and D, whose real name we retain from revealing. This is for reasons related to the disclosure of confidential information. The aforementioned letters denote the organizations in which the participants worked at the moment of the interview. We assigned codes to signify that the workplaces in which our respondents activated in were different. In summarizing, for this study we constituted a small sample. Before proceeding to the questions of the interview that may be found in Appendix 8, the participants received informed consent in regard to the fact that the data referring to personal issues will remain confidential. Also, we asked from the participants the permission to voice-record their answers. The language of the interview was Romanian.

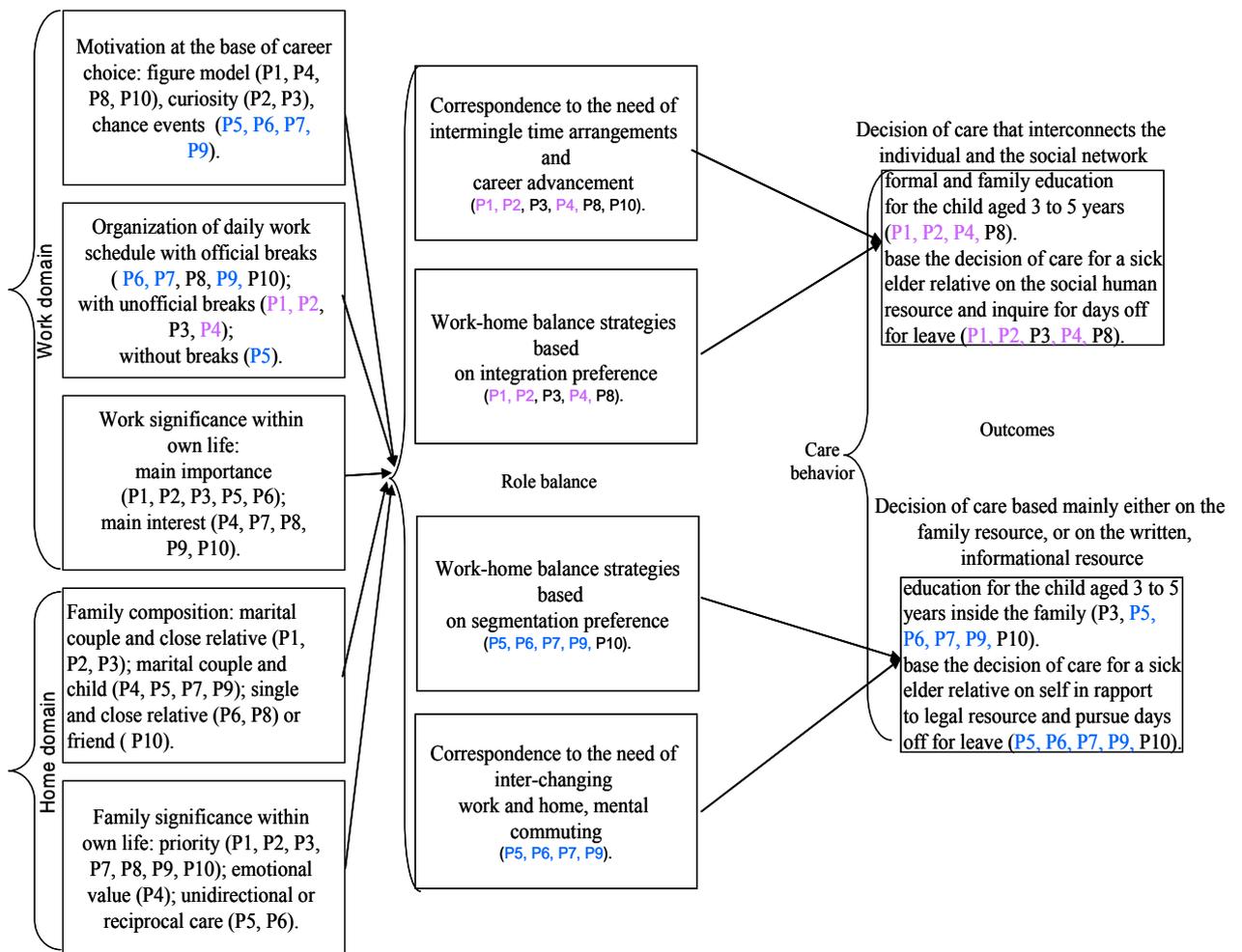
In the Word-Office program, we wrote in English language the transcript of the Romanian language voice-recorded interview to the participants. Further on, we examined the provided answers through following the guidelines of Corbin and Strauss (2008, p. 82-116). According to this source in order to identify the most suitable and accurate pattern that may serve to explain the factual reality we confronted the individual answers to those of the entire group. In analyzing the answers received from a person from this sample (i.e., horizontal approach) and in grouping these upon the frequency of their appearance the causal relationships between the thoughts and the experienced emotions referred to a life-event and the resembling mechanisms related to encountered situations emerged. The similarities and the differences in the life-challenges, in the coping modalities of response to these and in the follow-up decisions appeared through examining the answers vertically. Thus, the condition of grounding the analysis in the reality of the facts that the entire sample of participants provided offered indication about the process of work-home balance. Therefore, until constructing the below presented model we analyzed and synthesized the findings from two perspectives: individual and collective.

### **5.3: Results**

The vertical and the horizontal examination of the answers, conducted consequent to the transcript of the interview showed that the modality in which a person enacts the strategies of balancing work and life, integration and segmentation, depends on the context and it facilitates the decisions of care of an ill adult-relative and of educational offer (see Figure 11).

Further on, on the basis of the provided answers, through comparing and combining the individual to the group perspectives we observed that the workers tending to *segment* work and family-life, the segmenting-persons, have predominant the following two characteristics: solving of the problems on the basis of an algorithm (e.g., dealing separately, in time and in space, to the activities of each domain of life, work and home) and re-energizing predominantly through activities that they prefer to develop in solitude, outside the space of both, workplace and home (e.g., hobbies). Yet, the segmenting-persons have as well other two specifics that match to the description of the counterpart preference rather than to that of the category in which we included them on the basis of grouping the answers upon the frequency of their appearance in the interview. These are: the delegation of the responsibilities to the work-colleagues in the case of accumulating multiple work duties and the focalization on the global functioning of the organization. These two exceptions may constitute modalities of responding to stress in the case of experiencing work-overloads. In caring for an elder dependent, we observed that they tend to value the fit between the personal resources and the legislative stipulations. In reference to the education of a dependent aged between three and five years old, the work-home segmenting-persons consider the presence of each family member to be important for the functioning of the household. Moreover, they tend to postpone the moment of inclusion of the child in the institutions responsible for formal education (e.g., kindergarten). Until the school-age, the work-home segmenting-persons attribute a central role to the education provided through the intermediate of the family. They perceive this to constitute a part of the natural rhythm of life. Since the preference is a value that

guides the behavior, in following the work-home segmentation tendency, the work-home segmenting workers may confront the risk of supra-appreciating the role of the family in the education of the preschool child.



**Figure 11** A model of the integration-segmentation strategies related to the state of work-home balance and to the provision of care

In further on approaching to the examination of the provided answers in a horizontal and in a vertical manner, the findings also revealed that the following characteristics match to the description of the predominant traits of the people

tending to *integrate* work and family-life, integrators: verbally or non-verbally (e.g., gesture) affirmation of the preferences to the work colleagues in the case of solicitations resulted from the multiple work responsibilities and focus on the positive aspects of the relationships with others. Yet, in their case also we depicted tendencies that mirror characteristics of the counterpart type of preference. Thus, in facing the stress-encounters, the integrators tend to limit the domains of their work-activity in accordance to the momentary personal needs and re-energize through quality family-time. In so doing, they perceive to consequently benefit from a flexible adaptation to both, work and family-life. The integrators base their offer of care for an ill adult relative on valuing the mutual understanding to the others (i.e., family, friends), co-responsible for the provision of support and of the family time-arrangements. In caring for a young dependent they tend to orient since the earliest stages of the development of a preschool child toward the institutional offer of opportunities for training of the social skills. In addition, we observed that they tend to emphasize the almost equitable importance attached to the formal and to the informal education of the child aged between three and five years old. For them, the provision of proper, good care of the preschool child represents an intermingling of the education offered by the family to that obtained through the entry and inclusion in the kindergarten-system.

#### **5.4: Discussion**

Based on the prevailed results we consider that there is a correspondence between the decision at the base of the career, conceptualized in terms of “happening” and the strategy of segmenting the domains of life and between the

latterly mentioned and the respect for the formal rules in the organization in regard to the length of work and of the break-times. For the type of people having the dominant preference the segmentation of the domains of life, work and home, the pursuit of activities follows an order based on un-mixing these. In overcoming an impasse they tend to value and to rely on the formal norms rather than on the relationships with others, which, as the findings revealed, constitutes a specific of the integrators. A reason for which the segmenting-persons incline to retain the child in the household is probably that of conferring protection from social influences that may have undesirable consequences, affecting the growth process on long term. Yet, the forming of the discriminative ability of the child surpasses the duration of a developmental stage. Further on, the results revealed that the tendency to integrate work and family-life associates to a positive evaluation of the legal policies referring specifically to the flexibility of the schedule of work and breaks inside the organization. Also, in surpassing a critical life-event and for a correspondence between the needs of the self and those in home, this type tends to rely on the human resources of colleagues, of managers of the offices and of the other contributors to the caring process. In accordance to the findings for the integrators the behavior of establishing strict limits of non-interference of the domains of life may be a utopia rather than a habitual practice within the daily reality.

In summarizing we may affirm that to a certain point the segmenting-persons and the integrators differ in the modality of conceptualizing the care for an elder and for a child. Along this process they rely on the environmental resources in a manner that distinguish them in function of their work-home boundary preferences.

Although the findings revealed that the interviewee-workers behave in accord predominantly to either one of the work-home boundary tendencies, we also noticed that for all of them the concern for the provision of quality-care is genuine. These constitute the premise of the well-being of the beneficiaries.

We enumerate in the following a few of the limitations of this study. Firstly, a comprehensive research should have considered to surpass the surface interview questions in reference to the two tendencies and to deepen the understanding of the combinations between the flexibility and the permeability of the work-home borders. Secondly, we mention that the depiction of the extent to which the environment and the genetic endowment might account for the forming of the work-home border preferences surpassed the frame of this study. Yet, we consider that it may remain a theme open for future explorations. Thirdly, up to this point of the research, to trace a correspondence between the segmentation-integration preferences of a person and the characteristics of the personality (e.g., attachment style, extraversion and introversion tendencies) or between the former and the types of leaderships is unrealistic. Fourthly, the collection of data from an extended sample would represent a source of understanding deeply the problematic of the strategies of work-life balance in relation to the developmental stages and to the actualization of growth's needs of an individual in the organizational context. Last, but not least, a comparative research of the equilibrium between work and private life through the intermediate of the concepts of "integration" and "segmentation", in samples of workers of various nationalities may also constitute an open path for further investigations.

In regard to the utility of this study, we mention that through knowing the

propensity of a person, participant to the work process, to segment or to integrate work and home, may be important for establishing an efficient group communication and reliable human interactions within the workplace, necessary in the decisional process and in the prolific attainment of the organizational-goals. Therefore, reciprocal awareness, acknowledgement of the behavioral preferences may prevent the escalation of the interpersonal conflicts. Further on, knowledge of the limitations that each behavioral preference associates to may permit to the members of the work-group to surpass these altogether; also, it may be of importance for the quality of the rapport between the subordinates and the managers. The provision of work-life policies adapted to the work-home boundary preferences of those contributing to the work-outcomes and rendering services inside the organizations is an attempt useful for the building of cohesive work-teams. Moreover, this research provided insights according to which the behavioral preferences of work-home boundaries represent a motivational resource of those engaged in paid activities. The workplaces that create opportunities for the human force to actualize these preferences through the daily behavior may provide the chance to the people to express their latent potential through full-engagement in the organizational processes and thus, to adapt to the environment.

In conclusion, an instable equilibrium between work and home is a predetermining factor of undesirable interferences among the roles of life of a person and consequently of a poor quality of enacting these; for this reason, the knowledge of the work-home boundary preferences of the human force constitute a guideline for the prevention of the malpractices and of the illness inside and outside the workplaces.

## **Chapter VI**

### **General discussion**

In this study we examined the relationship among the stressors of work-home interface, the coping mechanisms and satisfaction. Although we derived the sample of study exclusively from the population of Romanian nationality, through comparing the results obtained in the pursuit of this research to the findings existent in the specialty literature, published in English language and based on the results obtained in analyzing the data collected from populations that had various cultural backgrounds, we believe to be able to understand to a certain point the specific of work-home balance in Romania.

#### **6-1: A synthetic reflection about the work-life balance in Romania**

The amount of time that a person spends in realizing paid activities and in home-chores (e.g., leisure, cleaning the house, family-related activities) is less of an issue than the quality of it. Thus, the actualization of the needs of affirmation and of affiliation is important for the state of work-home balance. Additionally, the manageability of emotions appeared simultaneously to the pursuit of obligations on the job or outside of it, is important for the attempt of equilibrating paid and unpaid responsibilities. Moreover, in fulfilling the obligations derived from the domains of life, work and family within the deadlines and in the construction of the goals to

attain in the proximal future, as well as in adjusting the elaborated mental plans in accord to the practical realizations and in prospecting the small-step evolution of these, the motivational drive is necessary. The people engaged in work may occasionally need to commute their thoughts related to daily preoccupations so that to be able to re-fill their “batteries” and, thus, to face the new challenges appeared on the “road” of pursuing the accomplishment of their decisions. Also, in forming the skill in work-home balance, the direct exposure to the official, family-friendly regulations, the experiential, trial-error learning and the behavioral modulation have central roles. As the results of this research revealed, the final outcome of the endowment of a person to the skill in work-home balance is a state of satisfaction and the subjective well-being. Further on, these may confer to a person the chance to maintain the level of energy that is necessary for the performing of qualitative outcomes and for the protection of health. Eventually, in accord to the results, the length of available time for leisure may hardly compensate for an insufficient or poor quality of recovery following to a state of tiredness or to periods of intense stress. Neither does it for an insufficiently developed or inadequate coping strategies or skills. Therefore, in further on synthesizing, for the maintenance of a state of work-home balance, the decisions over the modality of pursuing the obligations and the offer of an organizational support that corresponds to the needs and to the segmentation-integration preferences of the individuals are important.

Yet, as already stated, the organizations in Romania are still developing and transgressing from centralized to decentralized market economy. In such a context, the maintenance of the state of work-home balance may constitute a challenge rather than a smooth, adjustable, evolutionary intercourse.

From the point of view of a *modus-vivendi*, the workers and the proximal ambient are intricately interconnected; a dysfunctional aspect of either the organization or of the individual may endanger the quality of the work-outcomes, the global production of the office, the health and the family relationships of the employed human force. Work-home balance and work-home conflict represent complementary aspects or facets of the work-life interface; thus, the transgression of one into the other depends on the dynamic relationships existent between the person and the environment. The experience of work-home conflict represents a signal for the people to pursue the necessary actions so that to surpass it. Through the participation in training sessions offered in an organization, the persons may to reinforce their available coping resources and may expand the supplies and the provisions so that to re-gain the work-home balance. The search for material or for emotional assets, at work or at home, constitutes a step in the fulfillment of the goals related to the office and to the family-chimney. In this regard, the decisions of the individuals are in accord to the social imposes and to the established to follow priorities. Therefore, in conclusion, solving successfully the conflict between work and home means to regain control over the existence of the Self and over those aspects of it that “invite” the unhappiness and the discontent as permanent states of being.

## **6-2: Recommendations for the sustainment of work-home balance**

A belief in justice and the hope for the better are valuable motivational resources. Yet, the protection of the health of the individuals activating inside the working organizations is an attempt that implies the pursuit of concrete, ethical

actions. The practices and the policies of work-home balance regulating the behavior of the individuals inside the workplaces are in the service of the subjective and of the family well-being. These sustain the aforementioned motivational resources. In this regard, we consider that the persons inside the organization, responsible for the professional orientation (e.g., counselors, managers) of the emerging adults or of the newcomers should organize trainings since the incipient stages of employment, at the entry level in an organization or even before the graduation of those prospecting employment. In so doing, they may enable the beneficiary of these to sufficient abilities necessary to construct and to sustain the state of work-home balance along time. The workplaces that provide to the individuals the chance to gain awareness of the opportunities in building their career in accord to their developmental needs are probably the most fitted entrepreneurship for the inexperienced young adults in search for a contract-based job position. Moreover, an organizational culture centered on values such as social wealth, good sense, meaning, spirituality, honesty, efficacy, quality of the services and consciousness in pursuing goals confers the premises for the support of the state of work-home balance of the individuals. Besides the avoidance of the misfits between the individual effort and the awarded benefits, the reinforcement of the citizenship behaviors may represent an incentive for a balanced living. We consider that the implementation of work-life policies that consider constructing a fair rapport among the economic conditions of the family-system, the market offer, the workers' personal effort and the external, material or emotional rewards (i.e., salary, time-off, encouragement) may form the base for the work-home equilibrium of the individuals in Romania. Moreover, in the attempt of actualization of the goal of a

successful and healthy living, it might be valuable the orientation of the efforts of the human work-force toward controlling the efficacy of the fulfillment of the daily activities. Also, the organizations should center the offer of support for the state of work-home balance on forming the assertive skill of the individuals for communication of the needs that they may have in regard to the issues related to job and to family. In order to prevent the overwhelming of stress the employees may need to discuss these in the context of work-counseling sessions. Furthermore, the managers should encourage the attitude of constructive criticism related to the expression of opinions about the work process and they should firmly discourage the harassment. The emotional blockages of the workers should be treated carefully so that the individuals experiencing these to come to avoid the conflicts and consequent undesired interferences between work and home. In addition, the specialists working inside the organizations should center their efforts on creating an environment that has a reinforcing value for the positive aspects of the behavior of the individuals engaged in paid activities. Thus, the practical opportunities for adult learning, offered inside the organizations should focus to form the abilities related to the intrapersonal intelligence, the capacity of recognizing and of appraising the emotions of the others. At the organizational level, the implementation of work-life policies may have the role of sustaining the employees to develop an objective perspective upon the negative affective overloads and this would prevent them from the depletion of resources and from an over-subjective involvement in work, which would be detrimental for the pursuit of activities at home. This would probably also confer an emotional foundation for the skill in work-home balance of the individuals. Further on, we consider that, in the pursuit

of success, the discriminative ability of the organizational managers is necessary. This would have as base the concrete data obtained through realizing researches inside the organizations, for evaluating and for intervening in the benefice of the formal and of the informal culture of a workplace or through creating opportunities so that they may become aware of the findings of the previous findings that may be useful to them in surpassing the encountered difficulties. A reason is that those in managerial positions are primary responsible for the quality of the work processes inside the organization.

At the level of an individual engaged in paid services the avoidance of disclosure may impede a smooth commuting between work and home. This may be an obstacle in performing activities, at work and at home. Internalizing the ability of commuting the mind from possible negative emotional loads from home while pursuing office-work, and reversely may be an anchor for the state of work-home balance. The base of forming these is the self-trust that is the ability directed toward solving efficiently the apparently insurmountable challenges appeared in pursuing the performing of responsibilities. We also mention the life-skills, the interpersonal intelligence that facilitates an assertive expression of the needs of the Self. The training of these constitutes recommendations for the state of work-home balance. Moreover, we consider that at an individual level, in the forming of the skill of work-home balance, the life-long, self-education is important. Listening, modulating the behavior through the examples of the others in the proximal environment, listing and the adapting of the scheduled activities to the outside conditions and to the specific situations as well as to the preferences and to the family needs is recommendable in the attempt of concretizing the mental goals

while gaining awareness of the failures in pursuing these and of the opportunities to overcome the past limitations. Furthermore, in aiming to realize socially desirable and self-congruent goals, which refers to a specific of work-home balance, the self-analysis and the development of constructive mechanisms of defense, such as are the sense of humor and the creative expression, may also be of value. For the attainment of this purpose, the individuals should be able to rely on an offer of programs for prevention of the impairments in health and for improving their ability of empathy in rapport to the needs of the others in the proximal or in the distal ambient.

In tracing a **general conclusion** of this study, the skill in work-home balance is an individual and a social resource through which a worker may experience satisfaction. In rapport to a healthy living, the short-term, and even more, the long-term sacrifice of the fulfillment of needs constitutes a contraindication. Yet, the purposeful realization of the work activities, the frame of mind through which a person may operate in managing the emotions, a social-network that offers emotional and instrumental support constitute another few factors that may compensate for the overloads derived from the extension of the time dedicated to work, permitting to the individual the experience of well-being. Last, but not least, the “know-how” in rapport to the engagement in the pursuit of job activities, but also in rapport to a qualitative work-home interface is a sine-qua-non. All in all, understanding of the variety of the human behaviors encountered in the organizational setting through the provision of factual data about their preferences and through knowledge derived from applied research weights a great deal of importance.

### **6-3: Future research plan**

This study had a cross-sectional design. We developed it inside a singular sample of workers with a homogenous cultural background. Replicating this study in various samples, extracted from heterogenic societies would confer further understanding upon the mechanism of work-home balance. Moreover, a longitudinal design, having a Time 1 for the study of work and home conditions and a Time 2 for the examination of the coping process and of the afferent outcomes, would provide further useful insights in regard to the development of the skill in work-home balance along the developmental stages and career transitions. Thus, we consider that the depiction of the specific factors that account for the most of the variance in the skill in work-home balance across the life-span would facilitate a more profound understanding of this concept than that conferred through the current study. Further research-work would also be necessary in order to sustain through supplementary evidence the structural models within which the direction of the paths is non-reversible.

The examination of the impact of the implementation of new technologies in relation to the work-life balance of the beneficiaries of such initiatives, men and women, represents another possible direction for developing a future study. Further on, comparing the level of the skill in work-life balance in the group of singles to that in the group of single- and dual-bread winners, with and without children, detaining a low, a middle or a high position in the organization for which they work for may provide further insights about the particularities and about the conditions necessary for the development of such a skill. The singles may experience

overloads of stress if they are “caught” between apparently hard to combine demands of their jobs and responsibilities coming from their proximal community (e.g., church) which they may perceive to be soliciting of their resources. Thus, we also believe that a study of the discriminatory validity between this skill and other personality characteristics (e.g., self-esteem, locus of control) or stable traits (e.g., attachment) would uncover the gap in the knowledge about the appropriate modalities for forming this skill through trainings developed inside the organization. Whether and up to what extent the skill in work-home balance may constitute an individual factor that contributes to the cohesiveness of the group (i.e., work, family) remains another path open for future exploration. Last, but not least, a possible further direction of study is the fit between the satisfaction of the people engaged in the working organizations and the availability of the time and of the care arrangements (e.g., flexible schedule, in-site facilities for the kindergarten-aged children of the employees) in relation to the effect of these on the development of the career and on the general adjustment of a working parent to the environment. Moreover, a cluster analysis of the work-home balance skill in rapport to the positive affect and to the characteristics of a mature Ego engaged in certain social conditions referring to work and to family would permit an extended examination of the role and the deepening of the understanding of the functions that the work-home balance skill has in the “economy” of personality of an employee. Moreover, from a curative perspective and based on the current findings of this research, we believe that the realization of a semi-structured interview having the thematic of study the relationship among the perception of the working parents of the adolescents about the organizational climate, the evaluation of the youngsters

about the abilities of the adults to solve the situations of work-life conflict and the convergence of the appraisal about the actual degree of salutogenic work-family life would be of great deal of importance in order to examine the potential of adaptability and further on predict the propensity of a future parent engaged in paid activities to the state of work-home balance versus imbalance.

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## **Contributions**

The study in Chapter II was published as follows:

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The study in Chapter V was published as follows:

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## **Appendices**

**1. English language cover letter and questionnaire after back-translation, which the 311 participants received to fill-in, in Romanian language; for half of the sample, the first set of questions, I (i.e., 1 to 43) were reversed to those of the second set, II (i.e., 1 to 41).**

## QUESTIONNAIRE REGARDING THE EQUILIBRIUM BETWEEN PROFESSIONAL LIFE AND PRIVATE LIFE

Until present, all over the world, numerous studies have been made in regard to the equilibrium between professional and personal life, but little research has as sample respondents of Romanian nationality. With the purpose of deepen the understanding of the mechanism at the base of work home balance, this research involves the study of your work and outside work (family-life, social life) climate.

*Each person has an own modality of perceiving the professional life, the household-life, the family-life and the equilibrium among these. For this reason, there are no good or bad answers to the following questions. The content of the questions in this survey **do not have** as purpose the measurement of cognitive abilities, or calculation of the intelligence quotient. These require you to rapport to your personal experience. On the basis of your honest answers, it will be proceeded statistical calculus necessary for the development and finalization of this study. The completion of the entire questionnaire takes about 30 minutes. In the case in which your have any questions regarding the following statements, please contact us through the addresses mentioned in the below of the page. Answering this survey implies a permanent referring to your experience.*

*The participation in this study is voluntary and you are free to retreat at any time you want, leaving unanswered the questions or the affirmations in the questionnaire. The completion and the returning of the questionnaire implies your volunteer consent to participate in this study. The data obtained through completion of this questionnaire will be used exclusively with the purpose of percentage calculus. Your punctual answers, offered to each of the questions and affirmations in the following pages will remain confidential.*

This research is conducted by Ioana Cristina Bratescu Muscalu, a graduate student in Graduate School of Education and Human Development at Nagoya University, Japan, under the scientific coordination of Prof. Dr. Atsuko Kanai, professor doctor in the aforementioned university. If you have any questions referring at completing the questionnaire, please feel free to contact us. If you feel that reading or answering the survey bother you, you are under no obligation to continue. Your participation in this research would be greatly appreciated.

***Thank you for your time and cooperation.***

This page is yours. If you wish, you may keep it for your records.

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I The following questions are referring to your work-life.

		never 0	almost never 1	often 2	almost always 3	always 4
1	I have to work very fast.....	0	1	2	3	4
2	I have to work very intensively.....	0	1	2	3	4
3	I have enough time to do everything.....	0	1	2	3	4
4	At work, different groups demand from me things that I consider hard to combine.....	0	1	2	3	4
5	I am allowed to choose and to decide HOW I do my work.....	0	1	2	3	4
6	I am allowed to choose and to decide WHAT are the work tasks that I have to do.....	0	1	2	3	4
7	Others have to take decisions concerning my work.....	0	1	2	3	4
8	I am permitted to have a word to say in decisions about work.....	0	1	2	3	4
9	I am permitted to have a word to say referring to my work speed.....	0	1	2	3	4
10	My work program can be flexible.....	0	1	2	3	4
11	I can decide when to take a break.....	0	1	2	3	4
12	I may have a word to say in choosing with whom I work.....	0	1	2	3	4
13	I may have a word to say in planning my work environment.....	0	1	2	3	4
14	I obtain sufficient information from my superiors.....	0	1	2	3	4
15	I obtain consistent information from my superiors.....	0	1	2	3	4
16	I benefit from help and support from my colleagues.....	0	1	2	3	4
17	My colleagues are willing to listen to my work related problems.....	0	1	2	3	4
18	I get help and support from my immediate superior.....	0	1	2	3	4
19	My immediate superior is willing to listen to my problems.....	0	1	2	3	4
		totally disagree 0	partially disagree 1	neutral 2	partially agree 3	totally agree 4
20	My manager has been fair in dealing with me.....	0	1	2	3	4
21	My manager gives us credit and praise for work well done.....	0	1	2	3	4
22	My manager lives up to his/her promises.....	0	1	2	3	4
23	My job gives me a sense of accomplishment.....	0	1	2	3	4
24	My job is exciting.....	0	1	2	3	4
25	My job is satisfying.....	0	1	2	3	4
26	At my workplace, I am really doing something worthwhile.....	0	1	2	3	4
27	At my work place, the management is progressive.....	0	1	2	3	4
28	At my work place, the top management really knows its job.....	0	1	2	3	4
29	My opportunities for advancement are limited.....	0	1	2	3	4

30	There are plenty of good jobs here for those who want to get ahead.....	0	1	2	3	4					
31	I have a good chance of promotion.....	0	1	2	3	4					
32	My pay is low in comparison with what others get for similar job in other companies.....	0	1	2	3	4					
33	In my opinion, the pay here is lower than in other companies.....	0	1	2	3	4					
34	My income is adequate for normal expenses.....	0	1	2	3	4					
35	My fellow workers are pleasant.....	0	1	2	3	4					
36	The people I work with are very friendly.....	0	1	2	3	4					
37	The people I work with help each other out when someone falls behind or gets in trouble.....	0	1	2	3	4					
38	The beneficiaries of my work live up with their promises.....	0	1	2	3	4					
39	The beneficiaries of my work are trustworthy.....	0	1	2	3	4					
40	Work occupies a central place in my existence.....	0	1	2	3	4					
41	I fulfill my work related tasks faster than the deadlines which are allotted to me for realizing them, and also better than the majority of my work colleagues.....	0	1	2	3	4					
		not at all	0	less	1	neutral	2	much	3	very	4
42	I feel attached to my actual work place.....	0	1	2	3	4					
43	How well does the company (organization) you work for address the work and family needs of its` employees?.....	0	1	2	3	4					
II	The following questions are referring to your outside work-life.										
		never	almost	often	almost	always					
		0	never	1	2	3	4				
1	I have to solve fast many things after finishing work programme.....	0	1	2	3	4					
2	I have enough time to do everything during out-of-work program.....	0	1	2	3	4					
3	Different persons from my family or close friends ask from me to solve various tasks which I consider difficult to merge.....	0	1	2	3	4					
4	I have a word to say in the choices and in the decisions in reference to the way I solve home-related activities.....	0	1	2	3	4					
5	I have a word to say in the choices and in the decisions in regard to WHAT I do during off-work program.....	0	1	2	3	4					
6	I solve home related tasks in my own rhythm.....	0	1	2	3	4					
7	I am allowed to have a word to say regarding home related environment	0	1	2	3	4					
8	I feel safe in the presence of family and close friends.....	0	1	2	3	4					
9	Family and close friends show compassion toward me when I find myself in a difficult situation.....	0	1	2	3	4					
10	Family and close friends provide me information which are really helpful to me.....	0	1	2	3	4					

		not at all 0	less 1	to a certain degree 2	to a great extent 3	to a very great extent 4
The questions from 11 to 29 refer to your couple or marital relationship. Please answer to these only if you are married or if you have a stable, couple relationship.						
11	Do you enjoy your partner company? .....	0	1	2	3	4
12	Are you happy? .....	0	1	2	3	4
13	Do you find your partner attractive? .....	0	1	2	3	4
14	Do you enjoy doing things together with your partner? .....	0	1	2	3	4
15	Do you enjoy embracing (hugging) your spouse? .....	0	1	2	3	4
16	Do you respect your partner? .....	0	1	2	3	4
17	Does your partnership relation has a romantic side? .....	0	1	2	3	4
18	How much do you love your partner? .....	0	1	2	3	4
19	Do you find that your partner is a person easy to get along with? .....	0	1	2	3	4
20	If you are unhappy, can you discuss it with your partner? .....	0	1	2	3	4
21	Does your partner understand you? .....	0	1	2	3	4
22	Does your partner understand you when you feel constraint? .....	0	1	2	3	4
23	Does your partner know how you really think and feel? .....	0	1	2	3	4
24	Is there enough reciprocity in your partnership? .....	0	1	2	3	4
25	Does your partner respect you? .....	0	1	2	3	4
26	Does your partner support you in what you are trying to do? .....	0	1	2	3	4
27	Are you proud of your partner? .....	0	1	2	3	4
28	Is your partner kind to you? .....	0	1	2	3	4
The questions from 29 to 34 refer to your parental role. Please answer to these only if you have children.						
29	I am content with the way I take care of my child/children.....	0	1	2	3	4
30	I am content about my competence in raising and offering proper education to my child/children.....	0	1	2	3	4
31	I am content with the amount of time I spend with my child/children. ....	0	1	2	3	4
32	I feel content with the attention I pay to my child' s/children' s needs. ....	0	1	2	3	4
33	I feel content with the way I take care of my child' s/children' s environment (friends, school, home/homework environment). .....	0	1	2	3	4
34	I feel happy because I am friend with my child/children. ....	0	1	2	3	4
35	My home life gives me a sense of accomplishment. ....	0	1	2	3	4
36	I am content with my home life. ....	0	1	2	3	4
37	The part of life I spend outside work is interesting. ....	0	1	2	3	4

38	In work, and also in my personal life, I am really doing something worthwhile. ....	0	1	2	3	4
39	I have time besides work and home duties during which I enjoy rest, my hobbies, or sports. ....	0	1	2	3	4
40	I feel attached to the group of people (family, friends) from which I am part of. ....	0	1	2	3	4
41	I understand easily what others feel and think. ....	0	1	2	3	4
III The following questions refer to the inter-relation between your professional life and your private life (family, social, personal and leisure).						
		totally disagree	partially disagree	agree to a certain degree 2	partially agree 3	totally agree 4
	Generally:	0	1			
1	I know how to equilibrate requests from paid work with the outside work problems. ....	0	1	2	3	4
2	I know how to divide my time between work and home. ....	0	1	2	3	4
3	I am skilfull to harmonize my job with my home and my social life. ....	0	1	2	3	4
4	I have the skill to divide my attention between home responsibilities and work responsibilities. ....	0	1	2	3	4
5	I know how to equilibrate the needs of my job with those of my home and leisure. ....	0	1	2	3	4
6	I know how to lead to a good end my job and my home life related duties. ....	0	1	2	3	4
7	I have the ability to actually handle the multitude of requests from work and from personal, social and family life. ....	0	1	2	3	4
8	I am skilfull in dividing my energy between work and home. ....	0	1	2	3	4
9	I am able to adapt at those problems needed to be solved in my professional life which appear simultaneously with problems needed to be solved in my off-work life. ....	0	1	2	3	4
10	I can participate entirely at work life as well as at off-work life. ....	0	1	2	3	4
11	I am skilful in managing the situations in which there is a conflict of interests between my work life and my personal or family life. ....	0	1	2	3	4
12	I have the skill to direct my resources toward my professional life as well as toward my family, social and leisure life. ....	0	1	2	3	4
13	I succeed to take care of the aspects related with my work life, as well as toward refering to my household, my family and my social life. ....	0	1	2	3	4
14	I have the ability to function well in my profesional life and in my private life even in the conditions of the numerous demands which come simultaneosly from both. ....	0	1	2	3	4
		less 0	little 1	to a certain degree 2	much 3	very much 4
B: At present:						
15	I feel content with the balance between paid work and the solving of the home duties, respectively of the solicitations that come from family or close friends. ....	0	1	2	3	4
16	I feel content with the balance between the time I allocate to work and that I allocate to home and to family life. ....	0	1	2	3	4
17	I feel content with the fit between my work and my home life. ....	0	1	2	3	4

18	I feel content with the way I share my attention between work and home responsibilities.....	0	1	2	3	4
19	I feel content with the way I equilibrate the needs of my job with those of my home.....	0	1	2	3	4
20	I feel content with the adequacy of my performance in my job and in my home related duties.....	0	1	2	3	4
21	I feel content with way I solve the multitude of requests coming from job and from home.....	0	1	2	3	4
22	I feel content with the way I divide my energy between my work, my family-life and my social life.....	0	1	2	3	4
23	I feel content with the way I adapt my professional life to my personal life.....	0	1	2	3	4
24	I feel content with the way I involve myself in the different aspects of my existence: work, family, friends, time for myself.....	0	1	2	3	4
25	Family and close friends feel contentment with the way I share my resources between paid work and personal life.....	0	1	2	3	4
26	I feel content with the way I take care of different aspects of my life: work, family, social life, and time for myself.....	0	1	2	3	4
27	My work colleagues feel content with the way I share my energy between work and family.....	0	1	2	3	4
28	I feel content with the way I integrate work, family and social-life.....	0	1	2	3	4
29	In your present job, have you done the following because of your responsibilities to the members of your family?	No 0	Yes 1			
a	refuse a job promotion?.....	0	1			
b	refuse to work overtime or extra hours?.....	0	1			
c	cut back on your work?.....	0	1			
30	In your present job, have you done any of the following because of the responsibilities of your job?					
a	missed a family occasion?.....	0	1			
b	been unable to carry for a sick child?.....	0	1			
c	been unable to do the work you usually do in or around the house?.....	0	1			
31	In your present job, do you act as following:					
a	use the skills of the family or close friends to deal succesfully with work issues?.....	0	1			
b	prioritize seemingly urgent and important problems from work and from home? .....	0	1			
c	remove yourself from work and home demands for a significant amount of time?.....	0	1			

d	state preferences about your work schedule to your family members? ...	0	1			
e	choose which aspects of your work may be part of your home life and which can not? .....	0	1			
f	use tangible objects such as calendars, keys, photographs so that you succeed to separate or to merge harmoniously work and home life? ....	0	1			
		less than once in a year 0	less than once in a month 1	about once in a month 2	almost weekly 3	almost daily 4
	How often do you feel:					
32	depressed?.....	0	1	2	3	4
33	nervous? .....	0	1	2	3	4
34	so nervous that nothig could calm you down? .....	0	1	2	3	4
35	restless or fidgety? .....	0	1	2	3	4
36	so restless you could not sit still? .....	0	1	2	3	4
37	that everything is an effort? .....	0	1	2	3	4
38	worthless? .....	0	1	2	3	4
39	hopeless? .....	0	1	2	3	4
40	so sad that nothing could cheer you up? .....	0	1	2	3	4
		not at all 0	disagree 1	neither agree, nor disagree 2	agree 3	completely agree 4
	The following affirmations refer to the modality in which you react to confront different emotions.					
41	I control my emotions by changing the way I think about the situation I'm in. ....	0	1	2	3	4
42	When I want to feel less negative emotion, I change the way I'm thinking about the situation.....	0	1	2	3	4
43	When I want to feel more positive emotion, I change the way I'm thinking about the situation.....	0	1	2	3	4
44	When I want to feel more positive emotion (such as joy or amusement), I change the theme I am thinking about.....	0	1	2	3	4
45	When I want to feel less negative emotion (such as sadness or anger), I change the theme I am thinking about.....	0	1	2	3	4
46	When I am facet with a stressful situation, I make myself think about it in a way that makes me stay calm.....	0	1	2	3	4
47	I control my emotions by not expressing them. ....	0	1	2	3	4
48	When I am feeling negative emotions, I make sure not to express them. ....	0	1	2	3	4
49	I keep my emotions to myself. ....	0	1	2	3	4
50	When I am feeling positive emotions, I am careful not to express them. ....	0	1	2	3	4

Today, at work or at home, have you felt any of the following:	No 0	Yes 1
51 angry.....	0	1
52 anxious.....	0	1
53 disgusted.....	0	1
54 frightened.....	0	1
55 furious.....	0	1
56 irritated.....	0	1
57 confused.....	0	1
58 frustrated.....	0	1
59 intimidated.....	0	1
60 miserable.....	0	1
61 bored.....	0	1
62 depressed.....	0	1
63 discouraged.....	0	1
64 fatigued or lacking energy.....	0	1
65 gloomy.....	0	1

66 Please describe in a few words the situation or the situations that caused the above feeling that you circled.

67 Which of the affirmations from 41 to 50 describe the best what did you do when you felt the emotion circled with "Yes"? Please choose *only one* affirmation from 41 to 50 and circle it.

#### IV

This is the last part of this survey in which we ask you to fill in with data about yourself.

1 Which is the last level of education you have graduated? .....	High school	University	Master	Doctorate	Post-doctorate
2 How long do you work in your actual work place? .....	Less than 1 year	1-3 years	4-6 years	7-10 years	more than 10 years
3 How many hours do you work per day? .....	Less than 4 hours	4-6 hours	7-8 hours	9-10 hours	11-12 hours
4 Do you work during week-ends or days off from work? .....	yes	sometimes	no		
5 Do you think you will need to change your job during the following 3-6 months? .....	yes	no	I don't know		

6 Compared with the moment before Romania adhered to E.U., how many good changes do you perceive regarding:	no change into better	a little change into better	a great change into better	a very great change into better	a total change into better
	0	1	2	3	4
personal safety .....	0	1	2	3	4
criminality .....	0	1	2	3	4
corruption .....	0	1	2	3	4
quality of the educational system .....	0	1	2	3	4
quality of the health system .....	0	1	2	3	4
quality of the juridic system .....	0	1	2	3	4
poverty .....	0	1	2	3	4
7 Do you think that Romanian people consider that life will become better in the near future (1-2 years)?	yes	no	I don't know		
8 You are: .....	married men	unmarried female			
9 How many children do you have? .....	none	1	2	3	4 or many
10 How old is your child/are your children? .....	0-3 years	4-7 years	8-11 years	12-15 years	16-19 years or elder
11 Please fill in:					
age .....					
profession .....					
work place .....					
town.....					

Thank you for your time and cooperation.

The further transmission of the unfilled questionnaires to your acquaintances, family members, friends, who, at their work place use the computer, who have time to answer and to return the questionnaire filled in until ... March current year, and have other profession than psychologist is permitted.

In case that you, as well as your wife or husband fill in, each, an exemplar of this questionnaire, please insert on each of these two filled in a same series of 4 different numbers (i.e. 1a2dh7v5). We thank you anticipatively!

**2. Romanian language cover letter and questionnaire after back-translation,  
which the 311 participants received to fill-in**

## CHESTIONAR PRIVIND ECHILIBRUL DINTRE VIAȚA PROFESIONALĂ ȘI VIAȚA PERSONALĂ

Până în prezent, în lume, au fost realizate numeroase studii cu privire la echilibrul dintre viața profesională și viața personală, însă, foarte puține, au ca eșantion de studiu cetățeni de naționalitate română. Cu scopul de a înțelege, în profunzime, mecanismul de la baza fenomenului de echilibrare a vieții profesionale cu viața personală, studiul de față implică cercetarea climatului muncii și a vieții dumneavoastră din afara serviciului (viața de familie, viața socială).

*Fiecare persoană are propriul ei mod de a percepe viața profesională, viața casnică, viața de familie și echilibrul dintre acestea. Din acest motiv, la întrebările care urmează, nu există răspunsuri corecte sau greșite. Întrebările din paginile următoare **nu au ca scop** evaluarea abilităților dumneavoastră cognitive sau calcularea coeficientului de inteligență. Conținutul întrebărilor solicită să vă raportați la experiența dumneavoastră personală. Participarea la studiul de față implică citirea, în liniște, a afirmațiilor sau întrebărilor și încercuirea variantei de răspuns, care corespunde cel mai bine cu experiența trăită de dumneavoastră. Pe baza răspunsurilor sincere, date de către dumneavoastră, se vor efectua calculele statistice, necesare derulării și finalizării acestui studiu. Completarea în întregime a chestionarului durează aproximativ 30 minute. În cazul în care aveți nelămuriri cu privire la întrebările sau afirmațiile din chestionar, vă rugăm să ne contactați la adresele menționate în josul paginii. Răspunsul la chestionarul de față implică referirea în permanență la experiența dumneavoastră.*

*Participarea la studiul de față este voluntară și sunteți liber/ă să vă retrageți oricând doriți, lăsând necompletate întrebările sau afirmațiile din chestionar. Completarea și înapoierea chestionarului implică consimțământul dumneavoastră voluntar de a participa la acest studiu. Datele obținute din chestionarele completate de către dumneavoastră vor fi folosite numai cu scopul calculării procentelor. Răspunsurile dumneavoastră punctuale, oferite la fiecare dintre întrebările sau afirmațiile din paginile următoare, vor rămâne confidențiale.*

Studiul de față este condus de Ioana Cristina Brătescu Muscalu, student la Universitatea Nagoya, Școala Postuniversitară de Educație și Dezvoltare Umană, sub îndrumarea științifică a D-nei Prof. Dr. Atsuko Kanai, profesor-doctor în cadrul universității sus menționate. În cazul în care aveți nelămuriri în privința completării chestionarului, vă rugăm să ne contactați. Dacă simțiți că citirea sau completarea chestionarului vă deranjează, nu aveți nicio obligație să continuați. Participarea dumneavoastră la acest studiu este apreciată în mod deosebit.

***Vă mulțumim pentru timpul acordat și pentru cooperarea dumneavoastră.***

Această pagină este a dumneavoastră. Dacă doriți, o puteți păstra pentru referința dumneavoastră personală.

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I:

Întrebările următoare se referă la viața dumneavoastră de serviciu.

	niciodată 0	aproape niciodată 1	deseori 2	aproape întotdeauna 3	întotdeauna 4
1. Trebuie să muncesc foarte repede. ....	0	1	2	3	4
2. Trebuie să muncesc foarte intens. ....	0	1	2	3	4
3. Am suficient timp să fac totul. ....	0	1	2	3	4
4. La serviciu, diferite grupuri îmi cer să îndeplinesc treburi pe care le consider greu de combinat. ....	0	1	2	3	4
5. Îmi este permis să aleg și să decid CUM să îmi fac munca. ....	0	1	2	3	4
6. Îmi este permis să aleg și să decid CARE sunt treburile de serviciu pe care le am de făcut. ....	0	1	2	3	4
7. Alții trebuie să ia decizii referitor la munca mea. ....	0	1	2	3	4
8. Mi se permite să am un cuvânt de spus în deciziile despre munca mea. ....	0	1	2	3	4
9. Mi se permite să am un cuvânt de spus referitor la viteza mea de lucru. ....	0	1	2	3	4
10. Programul meu de lucru poate fi flexibil. ....	0	1	2	3	4
11. Îmi este permis să decid când să iau o pauză. ....	0	1	2	3	4
12. Pot avea un cuvânt de spus referitor la alegerea celor cu care lucrez. ....	0	1	2	3	4
13. Pot avea un cuvânt de spus referitor la planificarea mediului meu de lucru. ....	0	1	2	3	4
14. Obțin suficiente informații de la superiorii mei. ....	0	1	2	3	4
15. Obțin informații consistente de la superiorii mei. ....	0	1	2	3	4
16. Beneficiez de ajutor și sprijin din partea colegilor mei. ....	0	1	2	3	4
17. Colegii mei sunt dispuși să îmi asculte problemele legate de muncă. ....	0	1	2	3	4
18. Primesc ajutor și sprijin de la superiorul meu direct. ....	0	1	2	3	4
19. Superiorul meu direct este dispus/ă să îmi asculte problemele. ....	0	1	2	3	4
	dezacord total 0	dezacord parțial 1	neutru 2	acord parțial 3	acord total 4
20. Șeful/șefa meu/mea a fost și este corect/ă în relația cu mine. ....	0	1	2	3	4
21. Șeful/șefa meu/mea ne acordă încredere și ne laudă pentru munca bine făcută. ....	0	1	2	3	4
22. Șeful/șefa meu/mea își respectă promisiunile făcute. ....	0	1	2	3	4
23. Slujba mea îmi dă un sentiment de împlinire. ....	0	1	2	3	4
24. Slujba mea este captivantă. ....	0	1	2	3	4
25. Slujba mea este satisfăcătoare. ....	0	1	2	3	4
26. La locul meu de muncă, fac într-adevăr ceva care merită, de folos. ....	0	1	2	3	4
27. Conducerea de la locul meu de muncă este de tip progresist. ....	0	1	2	3	4
28. La locul meu de muncă, conducerea de la vârf își cunoaște într-adevăr îndeatoririle. ....	0	1	2	3	4
29. Oportunitățile mele de avansare sunt limitate. ....	0	1	2	3	4

30. Aici unde lucrez, sunt o mulțime de slujbe bune pentru cei care vor să avanseze în funcție. ....	0	1	2	3	4
31. Am șanse mari de promovare. ....	0	1	2	3	4
32. Salariul meu este mic în comparație cu cât primesc alții, pentru o slujbă similară, la alte locuri de muncă. ....	0	1	2	3	4
33. După părerea mea, remunerația este mai mică aici decât la alte locuri de muncă. ..	0	1	2	3	4
34. Venitul meu este adecvat cheltuielilor uzuale. ....	0	1	2	3	4
35. Colegii mei sunt oameni plăcuți. ....	0	1	2	3	4
36. Oamenii cu care lucrez sunt foarte prietenoși. ....	0	1	2	3	4
37. Oamenii cu care lucrez se ajută reciproc atunci când cineva rămâne în urmă sau intră în vreo încurcătură. ....	0	1	2	3	4
38. Beneficiarii muncii mele îți și în promisiunile făcute. ....	0	1	2	3	4
39. Beneficiarii muncii mele sunt demni de încredere. ....	0	1	2	3	4
40. Munca ocupă un loc central în existența mea. ....	0	1	2	3	4
41. Îmi îndeplinesc treburile de serviciu mai repede și mai bine decât majoritatea colegilor mei de muncă și totodată într-un timp mai scurt decât timpul limită alocat. ..	0	1	2	3	4
	deloc 0	foarte puțin 1	într-o oarecare măsură 2	în mare măsură 3	în foarte mare măsură 4
42. Mă simt atașat/ă de locul meu de muncă. ....	0	1	2	3	4
43. Cât de bine se ocupă compania (organizația) pentru care lucrați de nevoile de muncă și de nevoile de familie ale angajaților săi? ..	0	1	2	3	4

## II:

Întrebările următoare se referă la viața dumneavoastră din afara serviciului.

	niciodată 0	aproape niciodată 1	deseori 2	aproape întotdeauna 3	întotdeauna 4
1. Trebuie să rezolv rapid multe treburi casnice după terminarea programului de muncă. ....	0	1	2	3	4
2. Am destul timp să fac toate treburile ce țin de casă în afara programului de muncă. ....	0	1	2	3	4
3. Diferite persoane din familie sau prieteni apropiați, îmi cer să rezolv diferite treburi pe care le consider greu de realizat în același timp. ....	0	1	2	3	4
4. Am un cuvânt de spus în alegerile și deciziile care se referă la modul de rezolvare a treburilor ce țin de viața de casă. ....	0	1	2	3	4
5. Am un cuvânt de spus în alegerile și deciziile care se referă la CE fac în timpul din afara programului de muncă. ....	0	1	2	3	4
6. Rezolv treburile casei în propriul meu ritm. ....	0	1	2	3	4
7. Mi se permite să am un cuvânt de spus cu privire la amenajarea ambientului casei. ....	0	1	2	3	4
8. Mă simt în siguranță alături de familia și prietenii mei apropiați. ....	0	1	2	3	4
9. Familia și prietenii apropiați arată compasiune față de mine atunci când sunt într-o situație dificilă. ....	0	1	2	3	4
10. Familia și prietenii apropiați îmi oferă informații care îmi sunt de un real ajutor. ....	0	1	2	3	4

Întrebările de la 11 la 29 se referă la relația dumneavoastră de cuplu sau maritală. Vă rugăm să răspundeți la acestea numai dacă sunteți căsătorit/ă sau aveți o relație cuplu stabilă.

	deloc 0	foarte puțin 1	într-o oarecare măsură 2	în mare măsură 3	în foarte mare măsură 4
11. Vă face plăcere compania partenerului/partenerii dumneavoastră? .....	0	1	2	3	4
12. Sunteți fericit/ă? .....	0	1	2	3	4
13. Găsiți că partenerul/a dumneavoastră este atrăgător/oare? .....	0	1	2	3	4
14. Vă bucurați să vă implicați în diferite activități împreună cu partenerul/partenera dumneavoastră? .....	0	1	2	3	4
15. Vă place să vă strângeți în brațe partenerul/partenera? .....	0	1	2	3	4
16. Vă respectați partenerul/partenera? .....	0	1	2	3	4
17. Relația dumneavoastră partenerială are o latură romantică? .....	0	1	2	3	4
18. Cât de mult vă iubiți partenerul/a? .....	0	1	2	3	4
19. Găsiți că partenerul/partenera dumneavoastră este un om cu care vă puteți înțelege ușor? .....	0	1	2	3	4
20. Dacă sunteți nefericit/ă, puteți să discutați despre acesta cu partenerul/partenera dumneavoastră? .....	0	1	2	3	4
21. Partenerul/partenera dumneavoastră vă înțelege? .....	0	1	2	3	4
22. Partenerul/a dumneavoastră este înțelegător/oare atunci când vă simțiți constrâns/ă? .....	0	1	2	3	4
23. Partenerul/partenera dumneavoastră știe ce gândiți și simțiți cu adevărat? .....	0	1	2	3	4
24. Există destulă reciprocitate în relația dumneavoastră de parteneriat? .....	0	1	2	3	4
25. Partenerul/partenera dumneavoastră vă respectă? .....	0	1	2	3	4
26. Partenerul/partenera dumneavoastră vă sprijină în ceea ce încercați să faceți? .....	0	1	2	3	4
27. Sunteți mândru/ă de partenerul/partenera dumneavoastră? .....	0	1	2	3	4
28. Partenerul/partenera dumneavoastră este amabil/ă cu dumneavoastră? .....	0	1	2	3	4
Întrebările de la 29 la 34 se referă la rolul dumneavoastră de părinte. Vă să rugăm să răspundeți la acestea numai dacă aveți copii.	deloc 0	foarte puțin 1	într-o oarecare măsură 2	în mare măsură 3	în foarte mare măsură 4
29. Sunt mulțumit/ă de modul cum îmi îngrijesc copilul/copiii. ....	0	1	2	3	4
30. Sunt mulțumit/ă de competența mea în creșterea și educarea corespunzătoare a copilului meu/copiilor mei. ....	0	1	2	3	4
31. Sunt mulțumit/ă de durata de timp pe care o petrec cu copilul meu/copiii mei. ....	0	1	2	3	4
32. Sunt mulțumit/ă de atenția pe care o acord nevoilor copilului meu/copiilor mei. ....	0	1	2	3	4
33. Mă simt satisfăcut/ă de modul cum am grijă de mediul de viață al copilului meu/copiilor mei (prietenii, școală, mediu de lucru, de acasă). ....	0	1	2	3	4
34. Mă simt fericit/ă pentru că sunt prieten/ă cu copilul meu/copiii mei. ....	0	1	2	3	4
35. Viața de acasă îmi oferă un sentiment de împlinire. ....	0	1	2	3	4
36. Sunt mulțumit/ă de viața mea din afara serviciului, muncii. ....	0	1	2	3	4
37. Partea de viață pe care o desfășor în afara muncii este interesantă. ....	0	1	2	3	4

38. În muncă, dar și în viața mea personală, fac ceva care are cu adevărat sens pentru mine. ....	0	1	2	3	4
39. Am timp liber în afara obligațiilor de muncă și a treburilor casnice în care mă bucur de odihnă, hobby-uri, sport. ....	0	1	2	3	4
40. Mă simt atașat/ă de grupul de oameni (familie, prieteni) din care fac parte. ....	0	1	2	3	4
41. Înțeleg cu ușurință ceea ce simt și gândesc ceilalți. ....	0	1	2	3	4

### III:

Întrebările următoare se referă la inter-relația dintre viața dumneavoastră profesională și viața dumneavoastră privată (familială, socială, personală și de timp liber).

În general:	dezacord total 0	dezacord parțial 1	neutru 2	acord parțial 3	acord total 4
1. Mă pricep să echilibrez cerințele muncii salariale cu problemele din afara serviciului. ....	0	1	2	3	4
2. Știu cum să îmi împart timpul între muncă, familie și responsabilitățile casei. ....	0	1	2	3	4
3. Mă pricep să fac astfel încât să armonizez serviciul cu viața casnică și cu viața socială. ....	0	1	2	3	4
4. Am îndemânarea de a-mi diviza atenția între responsabilitățile de acasă și responsabilitățile de muncă. ....	0	1	2	3	4
5. Știu să echilibrez nevoile de serviciu cu cele casnice, de familie și de timp liber. ....	0	1	2	3	4
6. Știu cum să duc la bun sfârșit treburile de serviciu și cele raportate la viața casnică și de familie. ....	0	1	2	3	4
7. Am abilitatea de a mă descurca concret cu multitudinea cerințelor de la serviciu și din viața personală, socială și de familie. ....	0	1	2	3	4
8. Mă pricep să îmi distribuie energia între serviciu, casă, prieteni. ....	0	1	2	3	4
9. Pot să mă adaptez la problemele de rezolvat din viața profesională, care apar simultan cu probleme de rezolvat care țin de viața de familie. ....	0	1	2	3	4
10. Pot să particip cu toată ființa, atât la viața de serviciu, cât și la cea de familie și socială. ....	0	1	2	3	4
11. Mă pricep să stăpânesc situațiile în care există un conflict de interese între serviciu și viața mea personală sau de familie. ....	0	1	2	3	4
12. Sunt îndemânatic/ă în a-mi dirija resursele, atât înspre viața profesională, cât și înspre viața de familie, socială și de timp liber. ....	0	1	2	3	4
13. Reușesc să am grijă atât de aspectele legate de viața mea de serviciu, cât și de cele legate de viața mea casnică, de familie și socială. ....	0	1	2	3	4
14. Știu cum să procedez astfel încât să funcționez bine în viața profesională și în cea personală, chiar în condițiile solicitărilor numeroase venite simultan din partea ambelor. ....	0	1	2	3	4
<b>B: În momentul de față:</b>	<b>foarte puțin</b>	<b>puțin</b>	<b>oarecare măsură</b>	<b>mult</b>	<b>foarte mult</b>
	0	1	2	3	4
15. Mă simt mulțumit/ă de balanța pe care o mențin între munca plătită și rezolvarea treburilor casnice, respectiv a solicitărilor din partea familiei sau prietenilor apropiați. ....	0	1	2	3	4
16. Mă simt mulțumit/ă de balanța pe care o mențin între timpul pe care îl aloc serviciului și cel pe care îl aloc vieții casnice și de familie. ....	0	1	2	3	4
17. Mă simt mulțumit/ă de potrivirea dintre viața mea de serviciu și viața de acasă. ....	0	1	2	3	4

18. Mă simt mulțumit/ă de modul cum îmi împart atenția între responsabilitățile de serviciu și cele de familie, și respectiv sociale. ....	0	1	2	3	4
19. Mă simt mulțumit/ă de modul cum echilibrez nevoile care țin de serviciu, cu cele care țin de viața casnică, de familie, respectiv socială. ....	0	1	2	3	4
20. Mă simt mulțumit/ă de adecvarea performanței mele, atât la îndatoririle de serviciu, cât și la treburile casnice. ....	0	1	2	3	4
21. Mă simt mulțumit/ă de modul cum rezolv multitudinea cerințelor de la serviciu și de acasă. ....	0	1	2	3	4
22. Mă simt mulțumit/ă de modul cum îmi distribui energia între muncă, viața mea de familie și cea socială. ....	0	1	2	3	4
23. Mă simt mulțumit/ă de modul cum îmi adaptez viața profesională la viața personală. ....	0	1	2	3	4
24. Mă simt mulțumit/ă de modul cum mă implic în diferitele aspecte ale existenței mele: munca, familia, prietenii, timpul pentru mine. ....	0	1	2	3	4
25. Familia și prietenii apropiați se simt mulțumiți de modul cum îmi împart resursele între munca plătită și viața personală. ....	0	1	2	3	4
26. Ma simt mulțumit/ă de modul cum am grijă de diferitele aspecte ale vieții mele: munca, familia, viața socială, timpul personal. ....	0	1	2	3	4
27. Colegii mei de muncă se simt mulțumiți de modul cum îmi împart energia între muncă și familie. ....	0	1	2	3	4
28. Mă simt mulțumit/ă de modul cum integrez munca, cu viața de familie și cu cea socială. ....	0	1	2	3	4
	Nu 0	Da 1			
29. În actuala slujbă, ați fost nevoit/ă să faceți următoarele din cauza responsabilităților față de membrii familiei dumneavoastră?					
a. Ați refuzat o promovare? .....	0	1			
b. Ați refuzat să lucrați peste program sau să faceți ore suplimentare? .....	0	1			
c. V-ați degrebat de o parte din sarcinile de muncă ale dumneavoastră? .....	0	1			
30. În actuala slujbă, ați fost nevoit/ă să faceți următoarele din cauza responsabilităților de serviciu?					
a. Ați ratat un eveniment de familie? .....	0	1			
b. V-ați găsit în imposibilitatea de a avea grijă de copilul dumneavoastră, când nu se simțea bine? .....	0	1			
c. Nu ați fost în stare să faceți treburile casnice, pe care le făceați de obicei, în casă sau jurul casei? .....	0	1			
31. În actuala slujbă, acționați în felul următor:					
a. Folosiți abilitățile familiei sau prietenilor apropiați pentru a rezolva cu succes chestiuni legate de serviciu? .....	0	1			
b. Stabiliți ordinea priorităților solicitărilor aparent urgente și importante, de la serviciu și de acasă? .....	0	1			
c. Lăsați deoparte, pentru o perioadă de timp suficient de lungă, problemele de serviciu și cele casnice? .....	0	1			

d. Vă afirmați preferințele în legătură cu programul dumneavoastră de muncă, față de membrii familiei dumneavoastră? .....	0	1			
e. Alegeți care aspecte ale muncii dumneavoastră ar putea face parte din viața dumneavoastră casnică și care nu? .....	0	1			
f. Folosiți obiecte tangibile, precum calendare, chei, fotografii, astfel încât să reușiți să armonizați serviciul, cu viața casnică și de familie? .....	0	1			
	mai puțin de o dată pe an	mai puțin de o dată pe lună	aproximativ o dată pe lună	aproape în fiecare săptămână	aproape în fiecare zi
Cât de des vă simțiți:	0	1	2	3	4
32. deprimat/ă .....	0	1	2	3	4
33. nervos/nervoasă .....	0	1	2	3	4
34. atât de nervos/nervoasă încât nimic nu vă calmează .....	0	1	2	3	4
35. fără astâmpăr sau neliniștit/ă .....	0	1	2	3	4
36. atât de agitat/ă că nu puteți sta locului .....	0	1	2	3	4
37. că totul este un efort .....	0	1	2	3	4
38. lipsit/ă de valoare .....	0	1	2	3	4
39. fără speranță .....	0	1	2	3	4
40. atât de trist/ă că nimic nu vă poate înveseli. ....	0	1	2	3	4
Următoarele afirmații se referă la modul cum reacționați atunci când vă confrunțați cu diferite emoții:	nu sunt deloc de acord	nu sunt de acord	nu sunt nici de acord nici împotrivă	sunt de acord	sunt complet de acord
41. Îmi controlez emoțiile schimbând modul cum mă gândesc la situația în care mă aflu. ....	0	1	2	3	4
42. Când vreau să simt mai puține emoții negative, schimb felul în care gândesc despre situație. ....	0	1	2	3	4
43. Când vreau să simt mai multe emoții pozitive, schimb modul cum gândesc despre situație. ....	0	1	2	3	4
44. Când vreau să simt mai multă emoție pozitivă (cum ar fi bucurie sau amuzament), schimb tema la care mă gândesc. ....	0	1	2	3	4
45. Când vreau să simt mai puține emoții negative (cum ar fi tristețe sau mânie), schimb tema la care mă gândesc. ....	0	1	2	3	4
46. Când mă confrunt cu o situație stresantă, mă autodetermin să mă gândesc la situația respectivă într-un mod care să mă facă să stau calm/ă. ....	0	1	2	3	4
47. Îmi controlez emoțiile neexprimându-le. ....	0	1	2	3	4
48. Când simt emoții negative mă asigur să nu le exprim. ....	0	1	2	3	4
49. Îmi țin emoțiile pentru mine. ....	0	1	2	3	4
50. Când simt emoții pozitive, am grijă să nu le exprim. ....	0	1	2	3	4

Astăzi, la serviciu sau acasă, v-ați simțit:	Nu 0	Da 1
51. mânios/mânioasă .....	0	1
52. anxios/anxioasă .....	0	1
53. dezgustat/ă .....	0	1
54. înspăimântat/ă .....	0	1
55. furios/furioasă .....	0	1
56. iritat/ă .....	0	1
57. confuz/ă .....	0	1
58. frustrat/ă .....	0	1
59. intimidat/ă .....	0	1
60. nenorocit/ă .....	0	1
61. plictisit/ă .....	0	1
62. deprimat/ă .....	0	1
63. descurajat/ă .....	0	1
64. obosit/ă sau lipsit/ă de energie .....	0	1
65. posomorât/ă .....	0	1

66. Vă rugăm să descrieți, în câteva cuvinte, situația sau situațiile care v-au cauzat sentimentul sau sentimentele la care ați încercuit răspunsul `da` mai sus.

67. Care dintre afirmațiile de la 41 la 50 descrie cel mai bine ce ați făcut când ați simțit emoția sau emoțiile bifată sau bifate cu `da` de către Dvs.? Vă rugăm să alegeți **doar una** dintre afirmațiile de la 41 la 50 și să o încercuți.

#### IV:

Aceasta reprezintă ultima parte a chestionarului în care vă rugăm să completați cu date despre dumneavoastră:

1. Care este ultima formă de învățământ absolvită? .....	Liceu	Universitate	Masterat	Doctorat	Post-doctorat
2. De cât timp lucrați la locul actual de muncă? .....	Mai puțin de 1 an	1-3 ani	4-6 ani	7-10 ani	mai mult de 10 ani
3. Câte ore lucrați pe zi? .....	Mai puțin de 4 ore	4-6 ore	7-8 ore	9-10 ore	11-12 ore
4. Lucrați în week-end sau zilele libere? .....	da	uneori	nu		
5. Credeți că veți fi nevoit/ă să vă schimbați serviciul în următoarele 3 - 6 luni? .....	da	nu	nu știu		

	nicio schimbare în bine 0	o mică schimbare în bine 1	o schimbare mare în bine 2	o schimbare foarte mare în bine 3	o totală schimbare în bine 4
6. Comparativ cu momentul de dinaintea aderării României la U. E., în ce măsură simțiți schimbări în bine în ceea ce privește:					
siguranța persoanei .....	0	1	2	3	4
criminalitatea .....	0	1	2	3	4
corupția .....	0	1	2	3	4
calitatea sistemului educațional .....	0	1	2	3	4
calitatea sistemului medical .....	0	1	2	3	4
calitatea sistemului legislativ .....	0	1	2	3	4
sărăcia .....	0	1	2	3	4
7. Credeți că românii consideră că standardul de viață se va îmbunătăți în viitorul apropiat (următorii 2-3 ani) ? .....	da	nu	nu știu		
8. Sunteți: .....	căsătorit/ă	necăsătorit/ă			
.....	femeie	bărbat			
9. Câți copii aveți? .....	niciunul	1	2	3	4 sau mai mulți
10. Câți ani are copilul/au copiii dumneavoastră? .....	0-3 ani	4-7 ani	8 - 11 ani	12-15 ani	16-19 ani sau mai mult
11. Vă rugăm să completați:					
vârsta .....					
profesia .....					
locul de muncă .....					
orașul .....					

***Vă mulțumim pentru timpul și cooperarea dumneavoastră!***

Este permisă transmiterea chestionarelor necompletate către cunoștințele Dvs., membrii familiei, prietenii Dvs. care la locul de muncă unde sunt angajați lucrează cu calculatorul, au timp să răspundă și să returneze, completat, chestionarul până la data de.....martie a.c., și au altă profesie decât cea de psiholog.

În cazul în care atât Dvs., cât și soțul/soția Dvs. completați câte un exemplar din chestionar, vă rugăm să inserați pe fiecare din aceste două exemplare completate o aceeași serie de 4 cifre diferite și 4 litere. (Exemplu: 1a2dh7v5). Vă mulțumim anticipat!

### 3. Exploratory factor analysis, principal component method, Promax rotation for each original scale of the questionnaire, separately included in the analysis

I<sup>a</sup>, II<sup>a</sup> For half of the respondents, the order between I and II was reversed.

		Factor Variance %	Loading	Alpha
I <sup>a</sup>	<b>1. Job Demands</b>	38.33		.71
F				
I)1	I have to work very fast.		.79	
I)2	I have to work very intensively.		.78	
I)4	At work, different groups demand from me things that I consider are hard to combine.		.49	
I)3	I have enough time to do everything. *		-.25	.33
	<b>2. Autonomy in Work</b>	Factor Variance %	Loading	Alpha
	<b>F1 choice and decision in work duties/environment</b>	46.02		.88
I)6	I am allowed to choose and to decide what I do at work.		.84	-.08
I)8	I am permitted to have a word to say in decisions about work.		.80	.00
I)5	I am allowed to choose and to decide HOW I do my work.		.74	.00
I)9	I am permitted to have a word to say referring to my work speed.		.73	.01
I)13	I may have a word to say in planning my work environment.		.67	.14
I)12	I may have a word to say in choosing with whom I work.		.56	.19
I)10	My work program can be flexible.		-.52	.12
	<b>F2 decision regarding working time</b>	7.07		
I)7	Others have to take decisions concerning my work.*		-.16	.92
I)11	I can decide when to take a break.		.30	.47
	Factor intercorrelation: .59			
	<b>3. Work Support</b>	Factor Variance %	Loading	Alpha
F		59.67		.89
I)19	My immediate superior is willing to listen to my problems.		.83	
I)15	I obtain consistent information from my superiors.		.82	
I)18	I get help and support from my immediate superior.		.80	
I)14	I obtain sufficient information from my superiors.		.74	
I)16	I benefit from help and support from my colleagues.		.73	
I)17	My colleagues are willing to listen to my work related problems.		.71	

#### 4. Job Satisfaction

	Factor Variance %	Loadings							Alpha
		F1	F2	F3	F4	F5	F6	F7	
<b>F1 satisfaction with work colleagues</b>	31.42								.88
I)36 The people I work with are very friendly.		.95	-.01	-.03	.09	.01	-.02	-.06	
I)35 My fellow workers are pleasant.		.87	-.03	-.07	.04	.05	.02	.00	
I)37 The people I work with help each other out when someone falls behind or gets in trouble.		.63	.14	.22	-.14	-.05	.02	.06	
<b>F2 satisfaction with supervision</b>	9.08								.86
I)22 My manager lives up to his/her promises.		-.05	.91	.03	-.10	.04	.00	.05	
I)20 My manager has been fair in dealing with me.		.07	.79	-.05	.07	-.04	-.05	-.06	
I)21 My manager gives us credit and praise for work well done.		.02	.75	-.04	.06	.01	.05	.01	

<b>F3 satisfaction with beneficiary</b>	7.36								<b>.93</b>
I)39 The beneficiaries of my work are trustworthy.		.01	-.01	<b>.94</b>	-.02	-.01	-.07	.04	
I)38 The beneficiaries of my work live up with their promises.		.02	-.02	<b>.92</b>	-.01	.04	-.06	.02	
<b>F4 overall job satisfaction and company policy</b>	6.07								
I)25 My job is satisfying.		.04	-.03	-.07	<b>.92</b>	.00	-.02	.08	<b>.92</b>
I)26 At my work place, I am really doing something worthwhile.		.04	.03	-.07	<b>.86</b>	-.01	-.07	.07	
I)28 At my work place, the top management really knows its job.		-.08	.02	.30	<b>.50</b>	.00	.08	-.12	<b>.81</b>
I)27 At my work place, the management is progressive.		-.06	.10	.28	<b>.36</b>	-.02	.27	-.08	
<b>F5 satisfaction with pay</b>	4.66								<b>.85</b>
I)32 My pay is low in comparison with what others get for similar job in other companies.*		.05	-.06	.07	.01	<b>.90</b>	.07	-.08	
I)33 In my oppinion, the pay here is lower than in other companies. *		-.03	.03	-.05	-.03	<b>.84</b>	-.01	.07	
<b>F6 satisfaction with promotion</b>	4.56								<b>.77</b>
I)31 I have a good chance of pomotion.		.03	.02	-.07	-.10	.02	<b>.93</b>	.04	
I)30 There are plenty of good jobs here for those who want to get ahead.		.01	.02	-.06	.09	.02	<b>.70</b>	.03	
I)29 My opportunities for advancement are limited.*		-.01	.04	.07	.00	.29	-.29	.05	.22
I)34 My income is adequate for normal expenses.		.03	-.16	.11	-.07	-.16	.22	.04	.22
<b>F7 overall job satisfaction</b>	2.64								
I)24 My job is exciting.		.04	-.01	-.01	.12	.03	-.04	<b>.80</b>	<b>.80</b>
I)23 My job gives me a sense of accomplishment.		-.07	.01	.08	-.03	-.02	.10	<b>.75</b>	

Factor intercorrelation

F1	-							
F2	.46	-						
F3	.48	.44	-					
F4	.38	.60	.49	-				
F5	-.12	-.11	-.17	-.25	-			
F6	.21	.44	.38	.49	-.17	-		
F7	.27	.20	.35	.49	-.25	.34	-	

II <sup>a</sup>	The following questions are refering at your outside work-life.							
<b>F</b>	<b>5. Home Demands</b>				<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>	
					24.90			
II)1	I have to solve fast many things after finishing work programme.					.70	.50	
II)3	Different persons from my family or close friends ask from me to solve various tasks which I consider difficult to merge.					.48		
II)2	I have enough time to do everything during out-of-work program. *					-.18	.10	
<b>F</b>	<b>6. Control of Home Demands</b>				<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>	
					49.27		.79	
II)4	I have a word to say in the choices and in the decisions in regard to the way I solve home-related activities.					.79		
II)7	I am allowed to have a word to say regarding home related environment.					.72		
II)5	I have a word to say in the choices and in the decisions in regard to WHAT I do during off work program.					.71		
II)6	I solve home related tasks in my own rhythm.					.56		
<b>F</b>	<b>7. Home Support</b>				<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>	
					55.01		.77	
II)8	I feel safe in the presence of family and of close friends.					.80		
II)9	Family and close friends show compassion toward me when I find myself in a difficult situation.					.71		
II)10	Family and close friends provide me information which are really helpful to me.					.71		

<b>8. Marital Satisfaction</b>		<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>
<b>F1</b>	<b>love dimension</b>	63.37		<b>.95</b>
II)15	Do you enjoy embracing (hugging) your spouse?		<b>.87</b> -.11	
II)13	Do you find your partner attractive?		<b>.86</b> -.04	
II)11	Do you enjoy your partner company?		<b>.83</b> .02	
II)18	How much do you love your partner?		<b>.77</b> .11	
II)16	Do you respect your partner?		<b>.74</b> .09	
II)27	Are you proud of your partner?		<b>.70</b> .19	
II)14	Do you enjoy doing things together with your partner?		<b>.65</b> .14	
II)12	Are you happy?		<b>.63</b> .22	
II)17	Does your partnership relation has a romantic side?		<b>.51</b> .26	
II)28	Is your partner kind to you?		<b>.50</b> .35	
II)25	Does your partner respect you?		<b>.50</b> .42	
<b>F2</b>	<b>partnership dimension</b>	4.06		<b>.94</b>
II)21	Does your partner understand you?		-.13 <b>1.01</b>	
II)23	Does your partner know how you really think and feel?		-.03 <b>.84</b>	
II)20	If you are unhappy, can you discuss it with your partner?		.08 <b>.79</b>	
II)22	Does your partner understand you when you feel constraint?		.09 <b>.75</b>	
II)19	Do you find your partner easy to get along with?		.20 <b>.66</b>	
II)24	Is there enough reciprocity in your partnership?		.33 <b>.58</b>	
II)26	Does your partner support you in what you are trying to do?		.29 <b>.51</b>	
Factor intercorrelation: .80				

<b>9. Satisfaction with parental role</b>		<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>
		56.37		<b>.88</b>
II)30	I am content about my competence in raising and offering proper education to my child/children.		<b>.83</b>	
II)32	I feel content with the attention I pay to my child`s/children`s needs.		<b>.82</b>	
II)29	I am content with the way I take care of my child/children.		<b>.80</b>	
II)33	I feel content with the way I take care of my child`s/children`s environment (friends, school, home environment).		<b>.73</b>	
II)31	I am content with the amount of time I spend with my child/children.		<b>.72</b>	
II)34	I feel happy because I am friend with my child/children.		<b>.57</b>	

<b>10. General home satisfaction</b>		<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>
		60.53		<b>.85</b>
II)36	I am content with my home life.		<b>.90</b>	
II)37	The part of life I spend outside work is interesting.		<b>.82</b>	
II)35	My home life gives me a sense of accomplishment.		<b>.74</b>	
II)38	In work and also in my personal life, I am really doing something worthwhile.		<b>.63</b>	

		Factor Variance %	Loading	Alpha
<b>F1</b>	<b>11. Work Life Balance satisfaction with work life balance</b>	56.52		<b>.96</b>
28	I feel content with the way I integrate family and social life.		<b>.93</b> -.06	
23	I feel content with the way I adapt my professional life to my personal life.		<b>.87</b> .01	
26	I feel contentment with the way I take care of different aspects of my life: work, family, social life, time for myself.		<b>.86</b> -.01	
24	I feel content with the way I involve myself in the different aspects of my existence: work, family, friends, time for myself.		<b>.86</b> .02	
18	I feel content with the way I share my attention between work and home responsibilities.		<b>.86</b> .03	
21	I feel content with way I solve the multitude of requests coming from work and from home.		<b>.82</b> .04	
19	I feel content with the way I equilibrate the needs of my job with those of my home.		<b>.80</b> .09	
25	Family and close friends feel content with the way I divide my resources between paid work and personal life.		<b>.79</b> .02	
27	My work colleagues feel content with the way I share my energy between work and family.		<b>.79</b> -.01	
22	I feel content with the way I divide my energy between my work, my family-life and my social life.		<b>.76</b> .13	
16	I feel content with the balance between the time I allocate to work and that I allocate to home and to family life.		<b>.73</b> .10	
15	I feel content with the balance between paid work and the solving of the home duties, respectively of the solicitations that come from family or close friends.		<b>.72</b> .08	
20	I feel content with the adequacy of my performance in my job and in my home related duties.		<b>.69</b> .14	
17	I feel content with the fit between my work and my home life.		<b>.66</b> .16	
<b>F2</b>	<b>work-life balance skill</b>	7.23		<b>.94</b>
8	I am skilfull in dividing my energy between work and home.		-.01 <b>.86</b>	
14	I have the ability to function well in my professional life and in my private life even in the condition of the numerous demands which come simultaneosly from both.		.01 <b>.82</b>	
7	I have the ability to actually handle the multitude of requests from work and from personal, social and family life.		-.03 <b>.78</b>	
12	I have the skill to direct my resources toward my professional life as well as toward my family, social and leisure life.		.00 <b>.78</b>	
4	I have the skill to divide my attention between home responsibilities and work responsibilities.		.05 <b>.77</b>	
11	I am skilful in managing the situations in which there is a conflict of interests between mt work life and my personal or family life.		-.11 <b>.77</b>	
2	I know how to divide my time between work and home.		.02 <b>.75</b>	
9	I am able to adapt at those problems needed to be solved in my professional life which appear simultaneously with problems needed to be solved in my off work life.		.03 <b>.74</b>	
5	I know how to equilibrate the needs of my job with those of my home and leisure.		.08 <b>.73</b>	
13	I succed to take care of the aspects related with my work life as well as to my family, social and leisure life.		.01 <b>.72</b>	
6	I know how to lead to a good end my job and my home-life related duties.		.10 <b>.66</b>	
3	I am skilfull to harmonize my job with my family and with my social life.		.13 <b>.66</b>	
10	I can participate entirely at work life as well as at off work life.		.14 <b>.63</b>	
1	I know how to equilibrate requests from paid work with the outside work problems.		.17 <b>.54</b>	
	Factor intercorrelation: .73			

12. Balancing tactics		Factor Variance %	Loading				Alpha
			F1	F2	F3	F4	
<b>F1 accomodation strategies from home to work</b>		13.93					.58
30	In your present job, have you done any of the following because of the responsibilities of your job?						
	a missed a family occasion.		<b>.70</b>	-.09	-.05	.12	
	b been unable to carry for a sick child.		<b>.54</b>	.14	-.05	.04	
	c been unable to do the work you usually do around the house.		<b>.40</b>	.20	.19	-.07	
<b>F2 accomodation strategies from work to home</b>		7.69					.48
29	In your present job, have you done the following because of your responsibilities to the members of your family?						
	c cut back on your work.		.15	<b>.55</b>	-.01	-.01	
	b refuse to work overtime or extra hours.		.04	<b>.51</b>	-.07	-.11	
	a refuse a job promotion.		.07	<b>.44</b>	-.05	.03	
31c	In your present job, do you act as following: remove yourself from work and home demands for a significant amount of time.		-.20	<b>.35</b>	.12	.05	.43
<b>F3 work-home boundary strategies (extension of work into home)</b>		4.99					.50
	In your present job, do you act as following:						
31d	d. state preferences about your work schedule to your family members.		.14	-.04	<b>.64</b>	-.01	
31e	e. choose which aspects of your work may be part of your home life and which not.		-.16	.00	<b>.60</b>	.05	
<b>F4 work-home boundary strategies (work-home integration)</b>		2.78					.30
	In your present job, do you act as following:						
31a	a use the skills of the family or close friends to deal succesfully with work issue.		-.05	.15	-.01	<b>.57</b>	
31f	f use tangible objects such as calendars, keys, photographs so that you succeed to separate or to merge harmoniously work and home life.		.17	-.14	.01	<b>.32</b>	
31b	b prioritize seemingly urgent and important demands from work and from home.		.13	-.12	.13	<b>.19</b>	
	Factor intercorrelation						
	<b>F1</b>		-				
	<b>F2</b>		.32	-			
	<b>F3</b>		.10	.31	-		
	<b>F4</b>		-.02	.16	.40	-	

13. General Mental Health		Factor Variance %	Loading		Alpha
How often do you feel:					
<b>F1</b>	<b>depression</b>	48.65			<b>.87</b>
39	hopeless?		<b>1.04</b>	-.15	
38	worthless?		<b>.79</b>	.02	
40	so sad that nothing could cheer you up?		<b>.74</b>	.09	
<b>F2</b>	<b>anxiety-depression</b>	10.25			<b>.84</b>
35	restless or fidgety?		-.15	<b>.88</b>	
36	so restless you could not sit still?		-.02	<b>.70</b>	
33	nervous?		.01	<b>.69</b>	
34	so nervous that nothing could calm you down?		.16	<b>.64</b>	
32	depressed?		.36	<b>.45</b>	
37	that everything is an effort?		.33	<b>.40</b>	
	Factor intercorrelation: .61				

<b>14. Emotion Regulation Strategies</b>		<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>
The following affirmations refer to the modality in which you react to confront different emotions.				
<b>F1</b>	<b>reappraisal</b>	41.33		<b>.89</b>
42	When I want to feel less negative emotion, I change the way I'm thinking about the situation.		<b>.89</b> -.04	
43	When I want to feel more positive emotion, I change the way I'm thinking about the situation.		<b>.87</b> -.05	
41	I control my emotions by changing the way I think about the situation I'm in.		<b>.74</b> -.01	
44	When I want to feel more positive emotion (such as joy or amusement), I change the theme I am thinking about.		<b>.74</b> .00	
45	When I want to feel less negative emotion (such as sadness or anger), I change what I am thinking about.		<b>.71</b> -.02	
46	When I am faced with a stressful situation, I make myself think about it in a way that makes me stay calm.		<b>.62</b> .20	
<b>F2</b>	<b>suppression</b>	20.87		<b>.89</b>
49	I keep my emotions to myself.		.08 <b>.93</b>	
47	I control my emotions by not expressing them.		.01 <b>.83</b>	
48	When I am feeling negative emotions, I make sure not to express them.		.09 <b>.82</b>	
50	When I am feeling positive emotions, I am careful not to express them.		.01 <b>.64</b>	<b>.87</b>
Factor intercorrelation: .30				

exploratory factor analysis, component analysis

<b>15. Punctual Negative Emotions</b>		<b>Factor Variance %</b>	<b>Loading</b>				<b>Alpha</b>
			<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	
Today, at work or at home, have you felt any of the following:							
<b>F1</b>		29.22					<b>.76</b>
51	angry		<b>.86</b>	-.11	.03	-.02	
53	disgusted		<b>.76</b>	-.02	.00	.02	
56	annoyed		<b>.74</b>	.00	.08	-.05	
55	furious		.71	.14	-.08	.00	
<b>F2</b>		11.23					.65
60	miserable		-.08	<b>.78</b>	-.16	-.07	
59	intimidated		.01	<b>.77</b>	-.13	.04	
58	frustrated		.16	<b>.58</b>	-.13	.09	
57	confused		-.14	<b>.57</b>	.31	-.07	
62	depressed		.08	<b>.42</b>	.35	.04	
<b>F3</b>		10.04					.64
64	fatigued		-.05	-.12	<b>.85</b>	-.05	
61	bored		.04	-.15	<b>.75</b>	-.06	
65	gloomy		.04	.05	<b>.61</b>	.26	
63	discouraged		.04	.36	<b>.40</b>	-.09	
<b>F4</b>		8.60					.10
54	frightened		-.02	-.01	-.01	<b>1.01</b>	
52	anxious		-.02	-.01	-.13	<b>1.01</b>	
Factor intercorrelation							
		<b>F1</b>	-				
		<b>F2</b>	.32	-			
		<b>F3</b>	.31	.41	-		
		<b>F4</b>	.29	.32	.34	-	
All items Alpha Cronbach:							<b>.79</b>
Alpha Cronbach of the items comprised in F2, F3, F4:							<b>.72</b>

<b>16. Positive Perception about Social Change</b>		<b>Factor Variance %</b>	<b>Loading</b>	<b>Alpha</b>
<b>F</b>	Compared with the moment before Romania adhered to E.U., how many good changes do you perceive regarding:	57.31		<b>.89</b>
6d	quality of the educational system		.83	
6e	quality of the health system		.79	
6b	criminality		.79	
6f	quality of the juridic system		.78	
6c	corruption		.76	
6g	poverty		.68	
6a	personal safety		.67	

**4. Structure of job satisfaction scale obtained from exploratory factor analysis, principal component method, Promax rotation, six reiterations and confirmatory factor analysis**

Item and correspondend factor	Loading ( $\beta$ estimate)	$R^2$
JS26 <---F1	.93	.87
JS36 <---F2	.97	.94
JS35 <---F2	.83	.69
JS22 <---F3	.83	.69
JS20<---F3	.80	.64
JS21<---F3	.82	.67
JS38<---F4	.96	.92
JS39 <---F4	.91	.83
JS32<---F5	.81	.66
JS33<---F5	.94	.88
JS31<---F6	.78	.61
JS30<---F6	.78	.61
JS25<---F1	.92	.84

*Note:* JS = job satisfaction; the number near each JS represents the number of the items of the job satisfaction scale whose content may be found in Appendix 3. All the items listed above constitute a structure of job satisfaction scale for this sample. The values of the reliability coefficient Cronbach alpha for F<sub>1</sub>, F<sub>2</sub>, F<sub>3</sub>, F<sub>4</sub>, F<sub>5</sub> and F<sub>6</sub> were, in order, as following: .92, .89, .85, .93, .87, .76.

Covariance between factors	Value of the standardized estimate	
F1 <--->F2	.41	****
F1 <--->F3	.63	****
F1< --->F4	.43	****
F1< --->F5	-.23	***
F1<--->F6	.43	****
F2<--->F3	.48	****
F2<--->F4	.45	****
F2<--->F5	-.12	†
F2<--->F6	.20	**
F3<--->F4	.40	****
F3<--->F5	-.15	*
F3<--->F6	.51	****
F4<--->F5	-.14	*
F4<--->F6	.24	***
F5<--->F6	-.14	†

\*\*\*\*  $p < .001$ , \*\*\*  $p < .005$ , \*\*  $p < .01$ , \*  $p < .05$ , †  $p < .10$

*Note:* The factor related to satisfaction with company policy of the job satisfaction scale was not confirmed through the results prevailed through this analysis.

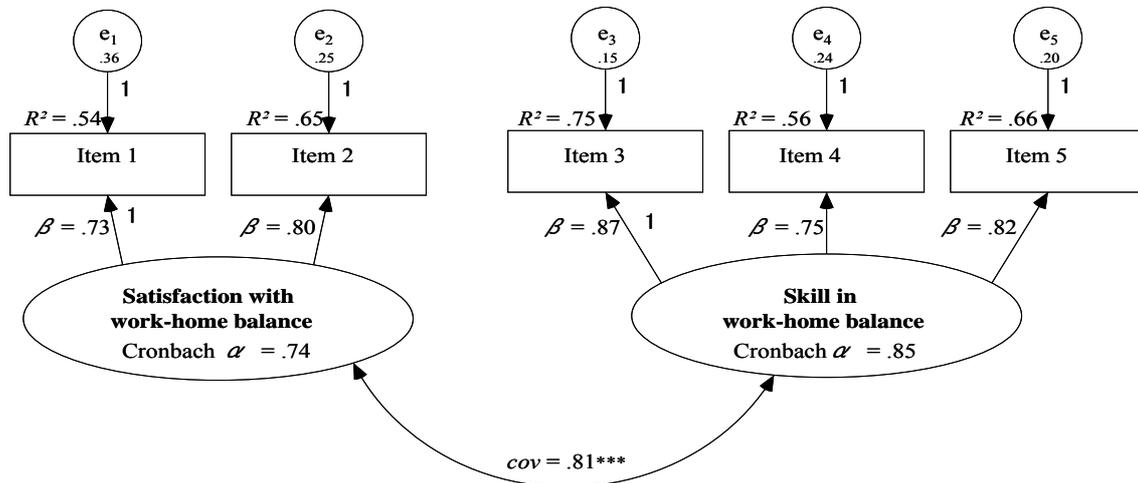
Name of the factor, content, correspondent value of the reliability coefficient <i>Cronbach alpha</i> ( $\alpha$ ) and the variance of the factor obtained from exploratory factor analysis with Promax rotation [%]	Loadings obtained from Promax exploratory factor analysis [loading on correspondent factors expressed in standardized $\beta$ estimates]					
	F <sub>1</sub>	F <sub>2</sub>	F <sub>3</sub>	F <sub>4</sub>	F <sub>5</sub>	F <sub>6</sub>
<b>F<sub>1</sub>: Satisfaction with supervision</b> ( $\alpha = .85$ ), [35.55%]						
My manager lives up to his/her promises. ( $R^2 = .67$ )	.92 [.83]	.05	-.07	-.06	.04	.00
My manager has been fair in dealing with me. ( $R^2 = .64$ )	.79 [.80]	-.04	.07	.02	-.03	-.05
My manager gives us credit and praise for work well done. ( $R^2 = .67$ )	.72 [.82]	-.01	.02	.08	-.02	.06
<b>F<sub>2</sub>: Satisfaction with beneficiary</b> ( $\alpha = .93$ ), [11.35%]						
The beneficiaries of my work live up with their promises. ( $R^2 = .92$ )	.00	.95 [.96]	.00	.01	.02	.00
The beneficiaries of my work are trustworthy. ( $R^2 = .83$ )	.00	.92 [.91]	.01	.00	-.02	.00
<b>F<sub>3</sub>: Relaxed relationships at work<sup>a</sup></b> ( $\alpha = .89$ ), [10.29%]						
The people I work with are very friendly. ( $R^2 = .94$ )	.02	.02	.90 [.97]	.01	-.02	-.01
My fellow workers are pleasant. ( $R^2 = .69$ )	-.01	-.01	.89 [.83]	-.01	.02	.01
<b>F<sub>4</sub>: Meaning and satisfaction in job<sup>a</sup></b> ( $\alpha = .92$ ), [7.75%]						
At my work place, I am really doing something worthwhile. ( $R^2 = .87$ )	.02	.00	.00	.95 [.93]	.01	-.02
My job is satisfying. ( $R^2 = .84$ )	.00	.01	-.01	.89 [.92]	-.01	.03
<b>F<sub>5</sub>: Satisfaction with remuneration<sup>a</sup></b> ( $\alpha = .87$ ), [5.80%]						
My pay is low in comparison with what others get for similar job in other companies. (reversely coded item) ( $R^2 = .66$ )	.02	-.04	-.02	.02	.88 [.81]	-.02
In my opinion, the pay here is lower than in other companies. (reversely coded item) ( $R^2 = .88$ )	-.02	.04	.03	-.02	.86 [.94]	.02
<b>F<sub>6</sub>: Satisfaction with promotion</b> ( $\alpha = .76$ ), [5.43%]						
I have a good chance of promotion. ( $R^2 = .61$ )	.01	.01	.00	-.02	.00	.79 [.78]
There are plenty of good jobs here for those who want to get ahead. ( $R^2 = .61$ )	-.01	-.01	.01	.02	.00	.79 [.78]
<b>Factor intercorrelation</b>						
	F <sub>1</sub>	-				
	F <sub>2</sub>	.37	-			
	F <sub>3</sub>	.46	.44	-		
	F <sub>4</sub>	.58	.42	.40	-	
	F <sub>5</sub>	-.13	-.13	-.10	-.24	-
	F <sub>6</sub>	.44	.25	.18	.42	-.12
<b>Covariance matrix of factors</b>						
	F <sub>1</sub>	-				
	F <sub>2</sub>	.40	****	-		
	F <sub>3</sub>	.48	****	.45	****	-
	F <sub>4</sub>	.63	****	.43	****	.41
	F <sub>5</sub>	-.15	*	-.14	*	-.12
	F <sub>6</sub>	.51	****	.24	***	.20

<sup>a</sup> Note. We kept the original name of a scale if the results obtained from the confirmatory factor analysis indicated that all the items of it load on the same factor as Rutherford et al. (2009) developed in the previous study.

The codes for the answers of the participants ranged on a five-point Likert type of scale from the value of 0 (totally disagree) to the value of 4 (totally agree).

\*\*\*\*  $p < .001$ , \*\*\*  $p < .005$ , \*\*  $p < .01$ , \*  $p < .05$ , †  $p < .10$ .

**5. The factorial structure of work-home balance scale obtained through confirmatory factor analysis and through exploratory factor analysis, principal component method, Promax rotation**



*Note.*

Item 1: Family and close friends feel content with the way I divide my resources between paid work and personal life.

Item 2: I feel content with my performance in job and in home related duties.

Item 3: I have the ability to function well in my professional life and in my private life even in the condition of numerous demands that come simultaneously from both.

Item 4: I am able to adapt to those problems needed to be solved in my professional life which appear simultaneously with problems needed to be solved in my off-work life.

Item 5: I succeed to take to care of the aspects related to my work-life as well as to my family, social and leisure life.

The answer format of these items was on a five-point Likert type of scale that ranged from 0 (*least*) to 4 (*very much*), for satisfaction with work-home balance and from 0 (*totally disagree*) to 4 (*totally agree*), for the skill in work-home balance.

\*\*\*  $p < .001$

The properties of this model as indicated through confirmatory factor analysis are:

$\chi^2(4, 275) = 1.95, p = .74, GFI = 1.00, AGFI = .99, CFI = 1.00, FMIN = .007, RMSEA < .001, Hoelter CN = 1862, p = .01.$

Exploratory factor analysis, principal component analysis, with Promax rotation and three reiterations of the items of the above scale

Name of the factor, content and variance (%)	Loadings	
	F <sub>1</sub>	F <sub>2</sub>
<b>F<sub>1</sub>: skill in work-home balance (56.22%)</b>		
I have the ability to function well in my professional life and in my private life even in the condition of numerous demands that come simultaneously from both.	<b>.88</b>	-.01
I succeed to take to care of the aspects related to my work-life as well as to my family, social and leisure life.	<b>.75</b>	.07
I am able to adapt to those problems needed to be solved in my professional life appeared simultaneously with problems needed to be solved in my off-work life.	<b>.67</b>	.09
<b>F<sub>2</sub>: satisfaction with work-home balance (6.17%)</b>		
I feel content with my performance in job and in home related duties.	.05	<b>.76</b>
Family and close friends feel content with the way I divide my resources between paid work and personal life.	.04	<b>.70</b>
<b>Factor intercorrelation: .74</b>		

## 6. Exploratory factor analysis, principal component method, Promax rotation

### for the scales and content of the items used in the study in Chapter II

<i>Factor's label, content (back-translated form) and variance (%)</i>	<i>Factor's number and loading value of the items, on correspondent factors</i>					
	<i>F1</i>	<i>F2</i>	<i>F3</i>	<i>F4</i>	<i>F5</i>	<i>F6</i>
<b>Work-home balance skill - 25.83 %</b>						
In general:						
I am skillful in dealing concretely with the multitude of requests from work, personal, social and family life.	<b>.82</b>	.03	.01	.12	.00	.07
I am skilfull in dividing my energy between work, home and friends.	<b>.81</b>	-.07	.07	-.05	-.05	.00
I am able to adapt at problems that necesitate solving in my professional life appeared simultaneosly with problems belonging to my family life.	<b>.77</b>	.00	-.01	-.01	.10	-.16
I am skilfull in managing situations of conflict of interests between my job and my personal or family life.	<b>.66</b>	-.08	.06	-.09	-.03	.11
I am skilfull in harmonizing work with home and social life.	<b>.48</b>	.04	.17	-.09	-.01	-.06
<b>Overall job satisfaction - 8.93%</b>						
My job is exciting.	.05	<b>.92</b>	-.08	-.06	.05	.11
My job gives me a sense of accomplishment.	-.04	<b>.85</b>	.13	-.10	.04	.04
I am really doing something worthwhile in my job.	.07	<b>.76</b>	-.02	-.04	-.06	-.08
My job is satisfying.	-.15	<b>.71</b>	.15	.08	.02	-.05
<b>Satisfaction with work-home balance - 8.03%</b>						
I feel content with the way I adapt professional to personal life.	.04	.01	<b>.84</b>	.07	-.13	.00
My family and close friends feel content with the way I share resources between paid work and personal-life.	.12	-.01	<b>.80</b>	.01	.08	.11
I feel content with the way I integrate work with family and social-life.	.10	.11	<b>.73</b>	.04	.09	-.07
I feel content with the way I share my attention among work, family, social responsibilities.	.10	.08	<b>.70</b>	.00	-.11	-.03
<b>Mental illness - 4.27%</b>						
How often do you feel:						
depressed?	.02	-.01	-.09	<b>.78</b>	-.07	-.05
so nervous that nothing can calm you down?	-.07	-.06	.24	<b>.74</b>	.15	.04
nervous?	-.03	.06	-.13	<b>.68</b>	.03	-.10
that everything is an effort?	.01	-.09	.10	<b>.65</b>	-.06	.11
<b>Negative emotions - 3.29 %</b>						
Today, at work or at home, did you feel:						
angry?	-.03	.06	.02	-.05	<b>.76</b>	.00
irritated?	.03	-.01	-.11	.00	<b>.72</b>	-.14
furious?	-.07	-.02	.13	-.10	<b>.64</b>	.12
disgusted?	.15	.05	-.17	.15	<b>.54</b>	.11
<b>Work-home accomodation strategies - 3.07%</b>						
In your present job, due to work resposibilities, has it been impossible for you to care for a sick child?	.13	.11	-.07	.18	-.09	<b>.58</b>
In your present job, due to family resposibilities, did you leave work early?	.01	-.22	.02	-.03	.02	<b>.51</b>
In your present job, due to work resposibilities, have you failed to attend a family event?	-.04	.24	-.19	.08	-.11	<b>.42</b>
In your present job, due to family resposibilities, did you have to refuse extra-job hours?	-.06	-.27	.13	-.14	.05	<b>.41</b>
In your present job, due to family resposibilities, have you had to refuse a job promotion?	-.08	.01	.17	-.11	.12	<b>.37</b>
In your present job, due to work resposibilities, have you been unable to do the housework?	-.01	-.02	-.20	.04	.04	<b>.37</b>
<b>Intercorrelation matrix of the factors</b>						
<b>F1</b>	-					
<b>F2</b>	.31	-				
<b>F3</b>	.62	.26	-			
<b>F4</b>	-.41	-.16	-.46	-		
<b>F5</b>	-.22	-.21	-.22	.42	-	
<b>F6</b>	-.20	-.23	-.27	.39	.30	-

## 7. Exploratory factor analysis, principal component method, Promax Rotation for the scales and the content of the items used in the study in Chapter III

<i>Factors, variance (%) and items</i>	<i>Loadings</i>				
	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>
<b>F1: Job autonomy (19.45%)</b>					
I am allowed to choose and decide WHAT are the work tasks that I have to do.	<b>.81</b>	-.11	.08	-.03	-.01
I am permitted to have a word to say in decisions about work.	<b>.78</b>	-.01	.05	.04	-.03
I am allowed to choose and decide HOW I do my work.	<b>.75</b>	-.07	.04	-.02	.03
I may have a word to say in planning my work environment.	<b>.75</b>	.07	-.02	.00	.05
I may have a word to say in choosing with whom I work.	<b>.71</b>	-.03	-.09	-.01	.05
I am permitted to have a word to say referring to my work speed.	<b>.69</b>	.00	.03	.10	-.01
My work program can be flexible.	<b>.50</b>	.01	-.06	-.07	.17
Others have to take decisions concerning my work.	<b>-.46</b>	-.08	-.09	.05	.11
I can decide when to take a break.	<b>.46</b>	.09	-.14	-.02	.06
<b>F2: Marital satisfaction<sup>a</sup> (12.29%)</b>					
How much do you love your partner?*	.05	<b>.87</b>	-.03	-.05	.02
Does your partner respect you?	-.02	<b>.81</b>	.02	.01	.00
Do you find that your partner is a person easy to get along with?	-.14	<b>.80</b>	-.01	-.03	.09
Do you find your partner attractive?*	.11	<b>.80</b>	.00	-.02	-.05
Does your partner understand you when you feel constraint?	.00	<b>.76</b>	.06	.02	.07
Does your partnership relation has a romantic side?*	.01	<b>.75</b>	.01	.09	-.10
<b>F3: Reappraisal (11.30%)</b>					
When I want to feel less negative emotion, I change the way I'm thinking about the situation.	-.02	.00	<b>.88</b>	-.03	.06
When I want to feel more positive emotion, I change the way I'm thinking about the situation.	-.06	-.07	<b>.84</b>	.04	.12
I control my emotions by changing the way I think about the situation I'm in.	.17	.07	<b>.74</b>	.05	-.16
When I am faced with a stressful situation, I make myself think about it in a way that makes me stay calm.	.17	.02	<b>.70</b>	.02	-.08
When I want to feel more positive emotion (such as joy or amusement), I change the theme I am thinking about.	-.18	-.02	<b>.69</b>	-.02	.07
When I want to feel less negative emotion (such as sadness or anger), I change the theme I am thinking about.	-.03	.05	<b>.63</b>	-.06	.03
<b>F4: Satisfaction with the balance between work and home (6.80%)</b>					
I feel content with the way I divide my energy between my work, my family-life and my social life.	-.01	-.05	.07	<b>.95</b>	-.05
I feel content with way I solve the multitude of requests coming from job and from home.	.06	.10	-.05	<b>.84</b>	-.06
I feel content with the way I adapt my professional life to my personal life.	-.01	.05	-.01	<b>.83</b>	.03
I feel content with the way I take care of different aspects of my life: work, family, social life, and personal time.	-.09	-.06	-.01	<b>.83</b>	.14
<b>F5: Job satisfaction (3.48%)</b>					
At my workplace, I am really doing something worthwhile.	.16	.01	-.04	-.03	<b>.62</b>
My manager has been fair in dealing with me.	.00	.06	.06	-.03	<b>.62</b>
The beneficiaries of my work live up with their promises.	.01	-.01	.06	.02	<b>.60</b>
The people I work with help each other out when someone falls behind or gets in trouble.	.02	-.04	.01	.04	<b>.60</b>
At my work place, the top management really knows its job.	-.05	.03	.02	.01	<b>.60</b>
I have a good chance of promotion.	.16	-.01	-.09	.08	<b>.34</b>
My income is adequate for normal expenses.	.01	-.03	-.13	.13	<b>.17</b>

### Factors intercorrelation matrix

<b>F1</b>	-				
<b>F2</b>	.05	-			
<b>F3</b>	-.03	-.05	-		
<b>F4</b>	.24	.25	.11	-	
<b>F5</b>	.52	.21	.04	.35	-

<sup>a</sup> For this scale, the \* items are derived from the originally "love" dimension of marital satisfaction and the other non\*items are from the "partnership" dimension.

**8. Questions of the interview** (adapted into Romanian language from the English version elaborated in the research of Kreiner et.al., 2009) **used in the study in Chapter V**

1. For the beginning, I would like to know some things about the circumstances in which yours paid work and your unpaid work life is developing: What is your profession? What made you choose this profession? What do you expect (what aspirations do you have) from your career? Where do you work? How long do you work here? What could you tell me in a few words about your workplace? Which is the number in your work contract that you have to be on your job, daily? How is your work schedule organized: continuously, with breaks, how often and long are the breaks? During one year time, about how many paid days off from work you have the right?

2. In what way does your actual work place correspond with your aspirations regarding the evolution of your career? In which ways does your work place offer you the conditions for doing, at a high quality level, your work?

3. In general, what significance does work have in your life? In what way does the workplace correspond to the significance of work in your life?

4. Are you married? Do you have children? How many? What age do they have? Do they live together with you? How old are you? Besides your wife/husband, are there any other persons who live together with you?

5. What significance has the family in your life?

6. Generally, during one day, how do you prefer to invest your time? There are persons who prefer to separate paid work from unpaid work, and others who, on the

contrary, prefer to integrate them. How would you describe yourself in this regard?

7. In the present, how do you make, concretely, for succeeding to equilibrate inside your life your paid and unpaid work? Do you have any modalities, tactics for facing the interruptions while you are at work? How do you make concretely in order to combine work with the arrangements and choices in your personal life? Which are those things that you noticed that, if you do, it becomes easy for you to maintain a convenient border between your paid work and your home life? What tactics do you use for solving the situations when the border between work and your personal life is being crossed over? Do you consider that, in order to take proper care of your home demands and, in order to fulfill work tasks (at a good) qualitatively (level), it is useful for you to share your home tasks, related with shopping, paying, repairs, child education with your husband/wife/other persons in your household? How do you remediate situations when you neglect the care for household? What have you noticed that is generally helping you to renew your energy? What about to keep (preserve) your resources so that you become able to fulfill with performance work related tasks, as well as home related tasks?

8. In countries from Europe, like Denmark, Sweden, in the case in which an adult relative gets sick, there are legal conditions in which is stated that the employee may take paid days off from work in order to take care of the sick relative. What strategies would you use in such a situation in order to be able to maintain the equilibrium between the needs of paid work and the needs of the person in your care?

9. In countries like Holland, Greece, taking care of the children by the family occupies the first place, while in countries such as France, Denmark, taking care of

small child by public institutions (formal care) occupies the first place. Which of these two modalities do you think that Romanians prefer in general to take proper care of the needs of their children under the age of 3 years? What about the child between 3 and 5? What do you think it makes them to prefer this way? How would you/did you/do you think to do in this regard? What advantage has this way for your family? What about for your work? And for the equilibrium between your work and your family?

10. During this interview, have you thought about any other things that are related with what we have discussed today and which you consider that could be important for me to know about?