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Work-Life Balance and Job Satisfaction for Older (55+) African American Men

Anthony B. Redic
Walden University

Walden University

College of Management and Human Potential

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Anthony Redic

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Dr. Derek Rohde, Committee Member, Psychology Faculty
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Abstract

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Anthony B. Redic

MBA, University of Phoenix, 1997

BS, Bowie State University, 1993

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Corporate work-life balance (WLB) strategies help workers achieve psychological,

physical, and emotional stability and contribute to organizational success. Most of the

current literature centers on female workers, however, leaving the experiences of a

sizable segment of workers, African American men aged 55 and older, unexplored. The

purpose of this quantitative study was to examine whether WLB predicted job

satisfaction among African American men aged 55 and older. A secondary purpose was

to examine whether work hours and age moderated the relationship with job satisfaction.

The theoretical framework included the boundary and border theories. The sample

consisted of 126 African American men 55 and older who lived in the United States and

planned to continue working either full-time or part-time. The methodology used was

linear regression analysis, with the PROCESS analysis used for two moderators. WLB

was a significant predictor of job satisfaction, r (126) = .631, p = .001. The moderator

variable, weekly hours worked, was not a significant predictor of job satisfaction, b

=.111, SE = .278, p = .690. Age, as a moderator, was found to be a significant predictor

of job satisfaction, b = .646. SE = .276, p = .021. Further, as the participants increased in

age, the relationship between WLB and job satisfaction increased as well. The study may

encourage employers to focus on an overlooked group of workers who often do not

access employer-based WLB policies. The potential implications for positive social

change include improved mental and physical health outcomes among older African

American men. Organizations could also benefit from increased worker engagement and

productivity due to higher levels of employee job satisfaction.

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Dedication

This study is dedicated to the hard-working African American men who tirelessly push forward, sacrifice, and remain steady to ensure that their children and their children's children can walk paths, literal and figurative, they never could.

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Chapter 1: Introduction to the Study

Introduction

In recent year, many business leaders have embraced work-life balance (WLB) strategies to help workers achieve psychological, physical, and emotional stability while simultaneously fostering organizational success (Jaharuddin & Zainol, 2019). Working long hours may be the norm in many environments, but it is not sustainable because personal conflicts will disrupt work and associated outcomes (Comstock, 2019; Feeney & Stritch, 2019). Because work and family are often interconnected, workers may not find it easy to manage these spheres in isolation, which makes WLB policies critical for successfully achieving work and family balance (Hirschi et al., 2019). By creating a work environment that promotes and facilitates WLB, business leaders can set reasonable expectations for both the organization and its workers (Feeney & Stritch, 2019).

There is a plethora of data that support the benefits of WLB, such as flexible work schedules, work-from-home opportunities, and compressed work schedules (Dave & Purohit, 2016; Richert-Kazmierska & Stankiewicz, 2016; Westover et al., 2020). Researchers have documented the importance of WLB and how employees, mainly female workers, have benefited, allowing them to lead satisfying lives within their various roles (Lee & Sirgy, 2018). One of the main thrusts of WLB is it benefits everyone allows workers to pursue and accomplish goals in all life domains (Comstock, 2019; Lee & Sirgy, 2018). Furthermore, studies have demonstrated that WLB is valuable not only to the employee but also to the communities where they live from economic, cultural, and organizational perspectives (Raiden & Räisänen, 2013). Not finding balance in work and

nonwork domains can lead to poor mental and physical health, negatively affecting

communities (Raiden & Räisänen, 2013; Wepfer et al., 2018).

Defining WLB is complex and multifaceted. WLB is how employees manage

work and nonwork life (Comstock, 2019), but defining it more specifically is

challenging. Furthermore, determining success for effective WLB is subjective, it is

reached when employees feel like they can engage in their work and personal lives

equally and effectively (Evans et al., 2013).

Although there is a lack of clarity on how to define WLB within a particular

context, it is clear that challenges exist for workers when attempting to find a sense of

balance between work and home (Hirschi et al., 2019). Scholars have agreed that the goal

of WLB is for employees to be satisfied with each aspect of their lives (Raiden &

Räisänen, 2013). However, they have historically approached WLB from the perspective

of women with children, overlooking the societal shifts that have led many men to take a

more prominent role in childrearing and home life activities (Raiden & Räisänen, 2013;

Powell et al., 2019).

Background

WLB is vital for employees and employers, especially as one considers the health

issues related to having too much focus on the work domain (Balkin et al., 2018).

Because of the limited research on WLB within the framework of race and gender,

today's understanding of balancing work and life domains is primarily based on a

nonminority and female context (Balkin et al., 2018; Mukerjee, 2014; Powell et al.,

2019). Similar to research on WLB, studies on job satisfaction are limited because the

female worker has often been the focus (Mukerjee, 2014). WLB and job satisfaction can have positive outcomes, such as organizational performance and customer satisfaction (Zheng et al., 2015). But research is needed to determine if all workers, regardless of gender and race, are experiencing similar results. Understanding the importance of discovering the nexus between WLB and job satisfaction among African American workers may add to the knowledge base of employee experiences within this demographic.

Understanding the disparity between African Americans and other races, as it concerns mental and physical health and lack of work control, adds to the WLB discourse (Balkin et al., 2018). According to Balkin et al. (2018), life balance and good work habits are juxtaposed against each other because of work addiction, extending the bridge between WLB and job satisfaction within the African American workforce. Such workplace tension increases the physical and mental risk factors for African Americans, specifically men (Shikany et al., 2018). The connection between stable employment and positive psychological outcomes is reached by offering ways to cope and manage life's demands outside work (Engels et al., 2019).

As employees perceive that they have a higher level of control over their work and nonwork lives, there is a greater sense of job satisfaction and emphasis on the connection between life balance and job satisfaction (Dave & Purohit, 2016). This connection, or the lack thereof, could explain the issues within professions where employee retention is a factor because there is no sense of control over one's domain, leading to worker dissatisfaction (Blackburn et al., 2017). The focus of job satisfaction

should not be greater than the work itself but rather on an employee's ability to exist in balance in all aspects of life (Hussein et al., 2018). According to Takrim et al. (2015), effective WLB policies strongly predict job satisfaction and bear out the difference in effect on male and female workers. There is no differential effect highlighted as it pertains to employee age or race, which is due in part to the lack of research on race and age and their relationship to job satisfaction (Mukerjee, 2014).

Societal norms have influenced how men and women, regardless of age or race, view and approach work as a matter of their overall value (Evans et al., 2013). Even as dual-earner households have become more of the standard, men tend to stay focused on financial contributions during moments of conflict between work and home. As the desire and expectation have increased for men to have a more significant level of engagement in home life, navigating this new norm within the work environment has emerged as a challenge (Boiarintseva & Richardson, 2019). Whether a family operates based on traditional gender roles or a more modern family dynamic, finding the balance between work and home remains difficult (Raiden & Räisänen, 2013). Men who have decided to function within a contemporary family structure have enhanced challenges due to the organizational, societal, cultural, and interpersonal pressures they may endure (Raiden & Räisänen, 2013).

The need for WLB and the effective management of work and nonwork domains does not automatically end as workers age (Spieler et al., 2018). As workers age, the need for WLB is increasingly essential because of added pressure due to productivity requirements at work, financial burdens, and caring for older parents and, possibly,

children simultaneously (Templer et al., 2010). Perhaps not surprisingly, Lee and Sirgy (2018) suggested that there is a stronger relationship between the aging worker and the use of WLB programs. The need for more self-care requires a higher level of time and attention, and with a goal of motivating and retaining good employees, this leads to the need for workplace customization (Rodríguez-Sánchez et al., 2020). As U.S. the workforce ages, WLB policies and programs will need to change, allowing greater flexibility for workers to manage the complexities of life while growing in their careers (Hirschi et al., 2019; Lee & Sirgy, 2018). Policies will be needed that assist workers in effectively balancing all domains of their lives.

Organizations need for employees to find life balance so they can be operationally sound and practical (Dave & Purohit, 2016). Business leaders created WLB programs, such as health and wellness, flextime, and telework, to give workers the ability to manage home and work dynamics (Caillier, 2013). Although these programs vary from industry to industry, their existence has helped retain talent and increase organizational commitment (Dave & Purohit, 2016). Offering effective WLB programs to all segments of the U.S. workforce is therefore a business imperative.

Problem Statement

According to Hussein et al. (2018), a viable organization is one where employees are productive and satisfied. Their research further highlighted the benefits that WLB has on worker behavior, commitment to work, and job satisfaction. In another study, agricultural teachers were more satisfied with their work when they found balance between work and nonwork domains (Blackburn et al., 2017). WLB can lead to job

satisfaction, reduce the conflict between work and nonwork time, and increase organizational commitment (Takrim et al., 2015). The general problem is the lack of research on WLB among older men as they seek satisfaction in their work and nonwork domains (Powell et al., 2019).

The demand to promote WLB has significantly increased as the need to accommodate the increasing female presence in the workplace grown (Caillier, 2013). Research has stressed the critical concern women have when caring for the home (Feeney & Stritch 2019). Although WLB has been considered a benefit for women, who have historically been the primary caregivers for children, it is a concern that has a profound effect on men as well (Boiarintseva & Richardson, 2019). Not only are men in the U.S. showing greater interest in WLB, but many also want to be viewed in a nontraditional way, rejecting the notion that they should focus primarily on work (Powell et al., 2019). No matter who benefits, WLB is difficult to navigate successfully but necessary (Richards, 2016). The lack of balance can lead to increased stress levels and physical issues (Fanavoll et al., 2016). Managing work and life outside of work is therefore pertinent across genders (Evans et al., 2013).

The specific problem addressed was the need to determine the effect of WLB on older African American men (55+) as it relates to their job satisfaction. African American men are predisposed to health-related concerns such as obesity, diabetes, high blood pressure, and prostate cancer (Shikany et al., 2018). Further, older men, across racial groups, are more prone to depressive symptoms when not employed (Engels et al., 2019). This research on WLB for this demographic may contribute to the knowledge base on

worker health management. It may also help organizations increase job satisfaction and productivity for this population as they find balance in their work and nonwork domains.

Purpose Statement

The purpose of this quantitative study was to examine the relationship between WLB and job satisfaction for African American men (55+) to determine if the degree to which this population exhibits WLB will predict their level of job satisfaction. The secondary purpose was to determine if age and work hours moderate the relationship between WLB and job satisfaction for this population. Research has shown that employees are working longer (Yoe, 2019). Employers have traditionally used WLB policies to assist female employees with caregiving duties (Caillier, 2013). In reviewing the literature, I found no studies on WLB and African American men (55+). The goal was to examine this population's ability to balance work and nonwork and its relationship to job satisfaction. I used linear regression analysis to examine the study variables.

Research Questions and Hypotheses

The relationship between the predictor and outcome variables, namely, WLB and job satisfaction, was the focus of this research study. The research questions (RQs) underpinning this research were as follows:

RQ1: Does WLB predict the participant's level of job satisfaction?

$H_0 1$: WLB does not predict the participant's level of job satisfaction.

$H_A 1$: WLB predicts the participant's level of job satisfaction.

RQ2: Does the age range of the participant (age group 55-65 and 66 and older) moderate the relationship between WLB and job satisfaction?

$H_0$2: The participant's age does not moderate the relationship between WLB and job satisfaction.

H_A2: The participant's age moderates the relationship between WLB and job satisfaction.

RQ3: Does the number of weekly hours worked by the participant (weekly work hours 39 or less and 40 or more) moderate the relationship between WLB and job satisfaction?

$H_0$3: The participant's weekly work hours do not moderate the relationship between WLB and job satisfaction.

H_A3: The participant's weekly work hours moderate the relationship between WLB and job satisfaction.

Theoretical Framework

Boundary and border theories provided the theoretical basis for this research (Clark 2000; Nippert-Eng, 1996). Clark, with the border theory, and Nippert-Eng, with the boundary theory, posited that the proper level of integration between work and nonwork domains can affect an employee's overall well-being (Field & Chan, 2018). Understanding how workers manage this integration opens the door to identifying the positive and negative issues surrounding WLB. The boundary theory explains how work and family domains are managed by employees and employers (Piszczek & Berg, 2014). The border theory focuses on the energy employees expend to maintain the border between work and nonwork activities (König & Caner de la Guardia, 2014). The boundary theory defines the meaning workers assign to each life domain (Field & Chan,

2018). The border theory focuses on the barriers, physical and psychological that an employee defines, with a prescribed group of individuals who are allowed to cross those barriers (Karassvidou & Glaveli, 2015).

According to Karassvidou and Glaveli (2015), many work and nonwork relational models, such as spillover, segmentation, and conflict, influence workers' efforts to balance life between work and home. The border theory adds more depth than these models by analyzing the effort involved in managing the movement of employee borders to reach WLB. The boundary theory is built on a model of segmentation and integration. Workers who maintain a strict rule of personal separation will have issues crossing boundaries, and those who do not will have challenges maintaining boundaries (Field & Chan, 2018). According to Spieler et al. (2018), older workers have developed the ability to maintain stronger borders and boundaries because of their need better manage their physical, emotional, and intellectual resources. For these reasons, boundary and border theories were appropriate for the theoretical framework of this investigation.

Nature of the Study

In this quantitative correlational study, I used linear regression analysis to examine the relationship between WLB and job satisfaction for African American men (55+). I also examined whether WLB and weekly work hours and WLB and age have a moderating effect on the relationship with job satisfaction. The predictor variable was defined as the perceived level of WLB experienced. The outcome variable was defined as the level of job satisfaction experienced within the workplace.

The population for this study was African American men (55+) who had been employed for at least the last five years, who planned to continue full-time or part-time employment, and who resided in any geographic location within the United States. The sampling frame was social media. The participants were not from a vulnerable population. I used linear regression analysis to correlate job satisfaction based on WLB measures for African American men (55+). The statistical data and associated analysis may help to determine the level of the relationship that exists between WLB and job satisfaction for this population.

Definitions

WLB can be defined in numerous ways. Jaharuddin and Zainol (2019) defined WLB as an employee achieving a balance within all life roles. Lee and Sirgy (2018) defined it as the ability to accomplish the goals and demands of work and personal life and satisfy the needs of all life domains. Raiden and Räisänen (2013) defined WLB as the ability to pursue work and nonwork activities without worry of one domain undermining the experiences of the other domains. At a base level, WLB is an employee's ability to have balance as they manage their work and nonwork lives (Jaharuddin & Zainol, 2019; Lee and Sirgy, 2018; Raiden & Räisänen, 2013).

Job satisfaction is a commonly used approach to understanding a worker's view of their level of satisfaction, happiness, and wellbeing within the workplace (Roche & Haar, 2020). er, 2008). Job satisfaction is generally aligned to organizational behaviors and can be connected to an employee's performance, productivity, and retention.

Assumptions

I assumed that participants would be honest and truthful as they answered questions concerning the level of job satisfaction and management of work and non-work domains. Another assumption was that African American men would be eager to share their information as a part of this research. There may be other workplace issues that disrupt how the participants feel about their jobs, but it was assumed that these factors would not interfere with the focus of this study. The final assumption was that the two instruments used, Work-Life Balance Scale (WLBS) and the Generic Job Satisfaction Scale (GJSS), were good indicators of WLB and job satisfaction.

Scope and Delimitations

I surveyed African American men 55+ to determine the relationship between WLB and job satisfaction. There are several reasons why a quantitative study may contribute to the body of WLB research. African American men are challenged in the workplace as it concerns balance and domain management (Balkin et al., 2018). Furthermore, societal perspectives of how men approach work are changing (Evans et al., 2013). Research also highlights the stress that older workers face in keeping up with increasing work demands (Templer et al., 2010). Research outcomes from this study may not be transferable to other male racial groups based on the uniqueness of this population.

Limitations

The limitations of this study pertain to the selection of the participants for this research. I focused on a specific race, gender, and age range. There may be a potential challenge in generalizing the findings of this research to other age, gender, and racial

groups. Additionally, the study findings depend on the truthfulness of the participants' responses. The goal was to have a large sample size to remove outliers if they existed.

Significance

Research is sparse as it concerns WLB and older workers, especially older African American men. The aging workforce has been attributed to changes in Social Security legislation passed in 1983 (Yoe, 2019). When the Reagan administration sought to improve the Social Security system by increasing the retirement age to 67, employment rates for older men and women significantly increased. The need arose for older workers to support themselves as they waited for retirement (Spieler et al., 2018). Moreover, older workers are motivated to continue working due to financial need, life fulfillment, and the desire to share knowledge (Templer et al., 2010). As more older employees have continued to work, nonwork issues, such as delayed family planning and caregiving for parents, have become a prominent focus.

According to Jaharuddin and Zainol (2019), employees, regardless of age, gender, and race, want more control over their work and nonwork lives. Researchers have uncovered that African Americans struggle to find balance between work and home (Balkin et al., 2018). They also face work challenges that impact their ability to leverage WLB programs due to the belief, fact or fiction, that they must work harder than their counterparts. Studies focused on African American men and women, however, have neglected how issues such as work pressure, career growth, and wage disparities affect African American workers' ability to find balance between work and other life domains.

This research addresses a gap in understanding the influential nature of WLB on job satisfaction for older African American men. This study focuses on an underrepresented group in the labor force. According to Hooker and Johnson (2011), within the academic arena, there are no studies that primarily focus on African American male faculty and job satisfaction. According to the U.S. Bureau of Labor Statistics (2018), there were over 159 million civilian workers in the United States in 2016. African Americans accounted for just over 12% of the workforce, which equates to approximately 19.6 million workers. African American workers (55+) numbered 3.4 million, equating to 2.1% of the total labor force. The presence of older workers in the labor force will continue to increase as the Generation X population crosses into 55+ group. By 2024, the percentage of U.S. workers who are 55+ will increase to 24.8%, and the 55+ African American workers will comprise 3.15% of employees (Bureau of Labor Statistics, 2017). This research will potentially have a significant positive social change effect because it contributes to the current body of work on WLB. It also brings attention to an overlooked group of workers who do not traditionally access employer based WLB policies. Organizations could benefit from increased worker engagement due to higher levels of job satisfaction from employees within this population.

Summary

WLB and job satisfaction for African American men 55+ have the potential to positively affect work outcomes in a business environment where productivity and profitability are critical. I conducted this quantitative correlational study using regression analysis to examine the potential relationship between WLB and job satisfaction for this

specific population. In Chapter 1, I provided background information on the study topic;

stated the problem, purpose, and RQs and hypotheses of the study; discussed the

theoretical framework and nature of the study; and considered how this research may

contribute to the knowledge base on the topics of WLB and job satisfaction. In Chapter 2,

I review current and seminal literature on WLB and job satisfaction and the effect on

African American workers.

Chapter 2: Literature Review

Introduction

WLB is complex and multifaceted, and determining its success is subjective. Employers have instituted WLB policies to assist employees in managing their work and nonwork lives (Comstock, 2019). When employees feel they can engage in their work and personal lives equally and effectively, they have achieved WLB (Evans et al., 2013).

The general problem was a lack of research on how men, specifically older men, seek satisfaction in their work and nonwork domains (Powell et al., 2019). Researchers has documented the importance of WLB and how female workers have benefited, allowing them the opportunity to better balance their lives with their various roles (Lee & Sirgy, 2018). Although WLB is considered a benefit for women, who have historically been the primary caregivers for children, it is a concern that affects men as well (Boiarintseva & Richardson, 2019).

The specific problem addressed in this study was the need for research on the relationship of WLB for African American men (55+) and job satisfaction. According to Shikany et al. (2018), African American men are predisposed to obesity, diabetes, high blood pressure, and prostate cancer. This study may contribute to WLB benefits (e.g., better health management and job satisfaction) for older African American men. The outcome of this inquiry may help organizations increase job satisfaction and productivity for a population that desires to remain gainfully employed as they find balance in their work and nonwork domains.

I used multiple regression analysis to examine the relationship between WLB and job satisfaction for African American men (55+). The purpose of this study was to determine if the degree to which this population leverages employer based WLB policies can predict their level of job satisfaction. In this chapter, I review key literature on the study topic. The literature cited describes research that validates the need for a greater inquiry into the relationship between WLB and job satisfaction for AA men (55+). In the first section, I discuss topics related to WLB and job satisfaction, such as control over work, life balance, and flexible work options (FWOs). The second section includes a review of research on WLB as a predictor of other concepts such as job engagement, employee retention, and life conflict. The third section contains a review of studies that are focused on job satisfaction and racial constructs such as microaggression and workplace diversity. The fourth section includes a review of research that focuses on the relationship between WLB and job satisfaction with participants from varying countries and nationalities. The chapter ends with a summary demonstrating the need for research on new participant pools. By examining the relationship between WLB and job satisfaction, I sought to further knowledge on job satisfaction for African American men 55+. The literature review provides an analysis of previous research with the study variables.

Literature Search Strategy

I used a variety of keywords to search the literature. This provided the foundation for understanding the issues and the need for this study. Keywords used to conduct the literature search included *work-life balance*, *work-life balance*, *work-life balance* and

men, *work-life balance* and *older men*, *work-life balance* and *African-Americans*, *work-life balance* and *African-American men*, *satisfaction*, *work satisfaction*, *job satisfaction*, *job satisfaction* and *African-Americans*, *job satisfaction* and *African-American men*, *older African-American men*, *boundary theory*, *boundary theory* and *work-life balance*, *border theory*, and *border theory* and *work-life balance*. These keywords were used with various phrases and statements to assist in the search for information on this topic.

Walden University's library provided unlimited access to multiple databases required to complete an exhaustive search on the subject matter. The literature review includes information from a historical perspective on the theoretical framework and seminal literature (i.e., published more than 5 years ago), with a greater focus on more recent research (i.e., published within the past 5 years) relevant to the key variable and construct of interest. This literature review contains empirical, peer-reviewed research from scholarly journals about WLB, job satisfaction, African Americans, and older men.

Theoretical Foundation

The theoretical basis for this research was the boundary and border theories (Clark, 2000; Nippert-Eng, 1996). These theories indicate that the proper level of integration between work and nonwork domains can affect an employee's overall well-being (Field & Chan, 2018). The boundary and border theories were developed based on role theory, which consists of repetitive life activities within the construct of a social system based on defined categories or norms (Allen et al., 2014). Both theories are centrally focused on the workers' ability to develop, preserve, and move across boundaries and borders to find balance (Wepfer et al., 2018).

Boundary Theory

Boundary theory hinges on the interactions between work life and home life, emphasizing flexibility/physical boundaries and permeability/psychological boundaries (Daniel & Sonnentag, 2016). The boundary theory grew from the sociological work of Nippert-Eng (1996) and is focused on the level of importance individuals assigned to work life and home life and how well they can shift between the two domains (Allen et al., 2014). The boundary theory's physical and psychological aspects allow individuals to transition from one domain to another and allow interference of one domain into the other (Huner et al., 2019).

Border Theory

Border theory defines the barriers, which may be temporary, physical, and/or psychological, between work and home roles (Schieman & Glavin, 2015). The border theory is based on the work of Clark (2000) and is focused on the demarcations between work roles and family roles (Allen et al., 2014). This theory posits that people are "border-crossers," moving between domains multiple times throughout the day (Clark, 2000). The lines of each domain become blurred due to the frequent crossing and require constant resetting for balance's sake (Schieman & Glavin, 2015).

Wepfer et al. (2018) examined the connection between setting boundaries and borders and individual well-being. This study defined well-being as having low levels of stress, anxiety, depression, and other such issues. The definition of well-being in this study was determined by the level of exhaustion exhibited when enabling work-to-life integration. The research determined that individuals feel more exhausted when

attempting to establish boundaries and borders between work and nonwork domains and have less WLB.

Specific literature focusing on WLB among African American men over 55 is limited. Field and Chan (2018) examined knowledge workers' understanding of WLB, but most (63%) of the sample was female, and the mean age of the participants was just over 43 years of age. König and Caner de la Guardia (2014) conducted a study that focused on internet usage in the workplace, and its sample was 56% female with an average age of 36. Mechanical engineers for a Greek organization participated in a study that focused on the complexity of WLB based on the boundary and border theories (Karassvidou & Glaveli, 2015). Sixty five percent of the participants were male, with two participants being over 50. Another study in several European countries analyzed the differences in work and family conflict (WFC) between workers and their countries (Ollo-López & Goñi-Legaz, 2017). The study highlighted that women are more affected by work demands than men, and men were more affected by family demands than women. Age and ethnicity were not factors mentioned in this research. Another study focused on 34 junior male lawyers with young children in Helsinki, Montreal, and Quebec (Choroszewicz & Kay, 2020). This study was on mobile technology's usage and its interference with work and family domains.

The boundary and border theories were chosen as the theoretical framework of this research because they are foundationally connected to individuals balancing work-life and family-life domains (Allen et al., 2014; Piszczek & Berg, 2014). The boundary and border theories are critical in understanding how individuals can achieve balance

between work and nonwork domains (Field & Chan, 2018). Within the context of WLB, workers must assign a value to both domains and proactively manage themselves and others as they function at work and home (Field & Chan, 2018; König & Caner de la Guardia, 2014). The boundary and border theories are situationally dynamic in that they allow workers to strengthen and/or weaken boundaries/borders to achieve their goal of balance in all life domains (Allen et al., 2014).

The RQs relate to the boundary and border theories because they focus on a category of older workers who may be seeking satisfaction in their work in the later stages of their careers. The goal is to discover the potential to implement boundaries and borders for African American men 55 and older and if there were shifts in how they balanced their work and home domains. The interactions between work, home, balance, and satisfaction are interwoven into the fabric of establishing boundaries and borders, making these theories essential to the outcomes of this research.

Literature Review Related to Key Variables and/or Concepts

WLB research on men, in general, is limited (Powell et al., 2019). For African American men, it is scarce (Mukerjee, 2014), and for African American men over the age of 55, it does not exist (Powell et al., 2019). The mantra that people are the greatest asset of the workforce has been the cause of many studies that open the door to understanding how to improve job satisfaction, work control, and employee retention (Blackburn et al., 2017). As the dynamics of our workforce shift, such as age, race, gender roles, and family responsibilities, research should evolve to consider these variables (Powell et al., 2019). People are healthier, living longer, and extending their working time (Yoe, 2019),

societal norms are different today than they were two decades ago (Evans et al., 2013), and policies that help improve WLB for employees have changed. No longer specific to women, just as home and caregiving duties are no longer limited to women (Boiarintseva & Richardson, 2019; Caillier, 2013; Raiden & Räisänen, 2013).

For a subset of the workforce, it has been determined that WLB policies are a strong predictor of job satisfaction (Takrim et al., 2015). Due to the lack of WLB research on older African American men, there is room for greater understanding and investigation of the relationship between WLB and job satisfaction (Mukerjee, 2014). This examination could assist organizations with facilitating ways to improve the health of all workers by giving them the work flexibility and tools needed to achieve psychological, physical, and emotional/mental stability (Feeney & Stritch 2019; Jaharuddin & Zainol, 2019).

Concepts Related to Work-Life Balance and Job Satisfaction

Studies focused on worker motivations for continuing to work, control of work, WFC, role overload, workplace stress, and other closely related concepts to WLB and job satisfaction were reviewed to draw on the inquires and insights of the research. The majority of this research had little to no African American participants. The few studies that focused on or had participation from African Americans centered on life balance and work addiction, work control, WFC, and job strain (Ammons et al., 2017; Balkin et al., 2018; Mezuk et al., 2011; O'Neal et al., 2014). These are different but offer valuable insight into the WLB and job satisfaction relationship inquiry.

African Americans

While searching for data focused on African Americans, WLB, and job satisfaction, several concepts emerged that were important to the overall investigation of the purpose of this study. Balkin et al. (2018) conducted a multiple regression analysis to investigate the relationship between life-balance domains and work addiction. Life balance differs from WLB, in that life balance goes beyond work-life to include lifestyle, health, community support, and other connected life issues. The participants were all African American (N=115), but less than 41% were men, and the vast majority were under the age of 55. The study found that work addiction was more present when community support and connection were not prevalent (Balkin et al., 2018). The study did not focus on the changes in work addiction or community support/involvement as individuals age.

Control of work, another concept that can influence WLB and job satisfaction, is based on a worker's ability to determine skill usage and their breadth of decision-making latitude at work (O'Neal et al., 2014). The study focused on African American couples' mental and physical health based on their control over work. The goal was to determine if well-being was connected to the amount of control they had in the workplace (O'Neal et al., 2014). The research had a sample size of 344 participants, with a median age under 32. The findings showed that lack of work control was associated with depressive symptoms and physical health for wives, but not husbands. The couples that participated in this study were from rural or urban areas where there was a significant poverty rate. With a mean age of under 32, there was not a significantly older population to grasp the

relationship between work control and health, nor did the study focus specifically on WLB and job satisfaction.

The base definition of WLB is connected to a worker achieving what they determine as balance within their varying roles (Jaharuddin & Zainol, 2019). Although related, WFC has a narrower focus as the goal is to find balance between work and family, not life in general (Talukder, 2019). The study had a sample size of 166 African American men, with a median age of 42, and measured the work-to-family conflict/family-to-work conflict among men and women who worked more than 40 hours per week (Ammons et al., 2017). This qualitative study found differences in WFC between Black, White, and Hispanics, finding that men with more traditional work schedules (i.e., 9-5) had less WFC than men with nontraditional schedules. The study determined that Black and Hispanic men had more WFC than White men. It also found that women of all races generally had higher levels of WFC than men. With a mean age of 42, there was no older population to examine the relationship between WFC and aging.

African American men have the most challenging health conditions than all other ethnic and gender groups (Shikany et al., 2018). The research found cases where the lifestyles of some black men contributed to them being more susceptible to illness and disease. Researchers conducted a study in the workplace to examine the relationship between job strain, hypertension, and blood pressure control in African American men (Mezuk et al., 2011). The study found that high job strain was not connected to hypertension in any significant way but found that workers who experienced low job strain had higher job satisfaction (Mezuk et al., 2011). Although this quantitative study

had a participant pool of 3,794 men, no information on the age ranges of the workers was presented, making it impossible to determine if job strain and the relationship to job satisfaction modulated as employees age.

The studies on African American identity and its relationship to life balance, work addiction, work control, WFC, job strain, and health provide insight into the challenges of seeking balance. There are differences between WLB and control of work, WFC, role overload, workplace stress, and job strain. The qualitative and quantitative research did not provide a representation of African American men 55+ and did not speak to the relationship between WLB and job satisfaction.

Older Workers

Maintaining proper WLB is beneficial (Lee & Sirgy, 2018), but defining WLB is complex, multifaceted, and subjective (Comstock, 2019). Explaining the concept of an older worker is difficult, which is less about chronological age and more about societal identity (Berger, 2006). Employer programs, such as retirement preparation and older employee workshops, are designated for workers 45+, which begins the mental shift of an employee's mindset about age and work. Berger (2006) posits that employment is a pivotal contribution to a person's positive self-identity. At the same time, being labeled an older worker negatively affects one's identity. This paradox of employment (positive self-image) and the label of older workers (negative self-identity) initiates the challenge of understanding oneself during aging.

There are increased responsibilities for workers who must continue in their careers later in life, especially since age brings about a natural change in physical and

mental capabilities (Spieler et al., 2018). A cross-sectional study was performed in Canada to determine the motives/reasons (financial, fulfillment, and generativity) why older workers continued working. The participants ages ranged between 50-70 (N=764), with just under 45% of the participants being men (Templer et al., 2010). Although the research did not focus on WLB or job satisfaction, the findings showed that finances were a significant factor in why older people, especially women and those at the younger end of the age range, continued to work. The research did not capture race, and it is impossible to know how that data would have changed the outcome of this study.

Many societies hold older adults in high regard, recognizing their historical knowledge and community value (Timmermann, 2017). The workplace, which workers can sometimes view in a competitive light, does not always hold older workers in high regard. This can lead to negative labels and stereotypes toward older workers (Kulik et al., 2016). The research, which had a sample size of 2,664, a mean age of 53, and 65% of the participants being men, focused on the relationship between the threat stereotype of older Australian workers and job engagement. The study found that older workers had low job engagement when managed by younger supervisors. Especially when they did not use the workplace practices that were beneficial to them as older employees. Older workers who had older supervisors had higher job engagement and produced at higher levels, and those older workers with younger supervisors had a lower engagement. This research focused on job engagement, employee performance, and productivity, but did not include African Americans, WLB, or job satisfaction.

Getting older is an inevitable journey and is causing a transformational shift in how public and private agencies view and manage older employees (Kulik et al., 2016). Just as organizations are changing, older employees are also learning to adapt to a changing workplace (Ng & Law, 2014). Ng and Law (2014) conducted a qualitative study about older workers adapting to their work environment after age 55 in Ontario, Canada, focusing on the concept of older workers "keeping up." With a recurring theme of getting older and loss of nonfinancial resources, 32 interviews were conducted with workers 55-64 to understand what challenges and opportunities they faced. The research found that older workers use coping strategies to manage concerns about potential job loss and work changes. This research did not include other racial data and did not speak to the issues specific to WLB and job satisfaction.

An aspect of WLB is the ability to leverage flexible schedules and other such work arrangements (Lee & Sirgy, 2018). Loretto and Vickerstaff (2015) conducted a qualitative study to examine the relationship between gender and FWOs for older employees. They interviewed 96 individuals from varying British locations to determine the usefulness of FWOs. The researchers found that older men, who were more likely to work in highly skilled roles, functioned with greater control and autonomy and leveraged FWOs more readily than women who worked in lower-skilled roles. The study also found that men desired to use FWOs to allow more time with family in older working years. At the same time, women chose to pursue work opportunities not afforded to them in younger working years. This research did not have participants outside of the British culture, nor was there a focus on job satisfaction. The research on older workers and the

relationship between work motivation, stereotypes, workplace adaptability, and FWOs contributed to understanding the issues that older employees face in the workplace. The identity conundrum for older workers requires psychological negotiation (Berger, 2006).

Role Overload, Extended Work, and Boundaries

WLB is the ability to pursue work and life activities without the concern of one area undermining the actions of the other (Raiden & Räisän, 2013). It has been challenging for researchers to refute the difficulty of finding balance between work and home (Hirschi et al., 2019). Other concepts, such as role overload, extended work availability, and boundaries, are different than WLB, but the outcomes can bring imbalance to work and home.

Role overload exists when a person feels the demands of various roles (employee, husband, community leader, and grandparent) exceed the resources of time and energy (Higgins et al., 2010). WLB focuses on finding harmony between work and home domains (Jaharuddin & Zainol, 2019), while role overload considers all activities that require time and energy (Higgins et al., 2010). The researcher examined how men and women in dual-earning households deal with stress due to role overload, with 1,440 men and 1,623 women, with median ages of under 43. The position taken was that family demands would strongly predict role overload for men. Stress and work demands would strongly predict role overload and stress for women. The research did not validate either of these outcomes. Women had high role overload and stress, even with low work and family demands, was not a predictor of role overload for men. The study did not collect racial and age demographic information. The research highlighted the concept of finding

balance within the context of male and female roles, but nothing specific on WLB and job satisfaction.

Like WLB issues, WFC can exact an emotional and physical toll for individuals as they seek to merge work and family care activities (Ollo-López & Goñi-Legaz, 2017). Factors, such as personal characteristics and national culture, were examined to determine if there was an influence on WFC. This quantitative study assessed the impact of gender characteristics and various country cultures from Europe on WFC. The research had a sample size of 5,959, did not focus on age, and did not include immigrants to maintain the purity of that specific country's culture. The study found that women had the same or greater WFC than men in 14 of the 17 countries. The study did not focus on WLB and job satisfaction. The attention on ethnicity was within the context of European countries, which showed the variances that may exist when incorporating ethnic and cultural differences.

An aspect of WLB is understanding how to set and manage boundaries when seeking balance between work and home (Piszczek & Berg, 2014). In an era of mobile communication technology, work availability has change due to constant accessibility (Dettmers, 2017). The researcher studied the effect of extended work availability on health, WFC, and reduced psychological detachment in Germany. Sixty-six percent of the participants were men ($N = 416$) who worked in varying service positions with a mean age of 40. The study found that the workers that were available for extended work had greater emotional exhaustion, increased WFC, and decreased ability to distance themselves from work when necessary. The study's findings showed that employees'

health was concerning when there is little room for physical and mental recovery from work. Although WLB was not a direct topic of this research, the implications are related to the lack of WLB (Talukder, 2019).

The studies on extended work, role overload, stress, boundaries, and supervisor support provide insight into managing life domains while dealing with conflict, stress, and emotional exhaustion. Much of the research occurred in European countries; many participants were under 55. Additionally, the research lacked an African American perspective. Although concepts were closely related to WLB, they were not specific to this topic. The research did not highlight a relationship between any of the associated images and job satisfaction.

Work-Life Balance as a Predictor

WLB assists employees with managing their daily activities, and when this occurs, the individual and the organization benefits (Jaharuddin & Zainol, 2019). Employers that understand WLB will promote, require, and leverage it to retain employees and facilitate programs to help workers understand how it is used (Feeney & Stritch, 2019). This quantitative study will examine the relationship between WLB and job satisfaction for African American men (55+). Still, several studies leverage WLB as the predictor variable, with varying outcomes variable(s).

Work-Life Balance and Organizational Related Variables

Productivity, performance, and meeting business objectives are critical to achieving organizational success, and having employees who are engaged, focused, and invested in outcomes (Rodrigues da Costa & Maria Correia Loureiro, 2019). An aspect of

employee engagement is ensuring that the organization has programming, such as flexible working schedules and wellness programs, allowing individuals to manage nonwork dynamics (Caillier, 2013). The research focused on the relationship between WLB programming, organizational commitment, and job involvement. The data from this quantitative research was from a federal employee survey with a sample size of 263,475 participants, with a mean age of 45, 74% were non-minority, and 55% were male. This research showed that WLB programming had a positive relationship with organizational commitment when employees expressed pleasure with their flexible work arrangements, health and wellness programs, and child/adult care benefits. The research did not show a significant association between WLB programming and job involvement. The study had a sizable sample, but with a lack of clarity surrounding race and a younger age group, it was impossible to derive any conclusions on the influence of WLB programming and its relationship to organizational commitment for older and minority federal employees.

A factor in organizational success is high worker engagement and its relationship to an employee's level of satisfaction. (Rodrigues da Costa & Maria Correia Loureiro, 2019). Jaharuddin and Zainol (2019) conducted a study on the relationship between WLB, job engagement, and turnover intentions for executives in Malaysia. This quantitative study investigated how low worker engagement might lead to an employee considering a job transition. The research had a sample size of 213, with women making up 52% of the participants and participation from employees ranging from 21 to 40 years of age. The research outcome underscored a significant relationship between WLB, job

engagement, and employee retention. The study also highlighted the connection between job engagement and turnover intention. Higher job engagement decreases the likelihood of an employee seeking other employment. WLB is a precursor to worker engagement and employment longevity.

Retaining and recruiting talented staff in this global business environment is a challenge for human resource professionals (Rodríguez-Sánchez et al., 2020). Rodríguez-Sánchez et al. (2020) studied WLB policies and practices and their relationship to retaining talented employees. The research was with employees from a technology organization that operates in the travel industry with a diverse employee pool. Seventeen percent of employees were 50+ and represented over 150 nationalities. The qualitative research interviewed 57 employees to examine the value of developing WLB policies to attract and keep employees. The study's outcome produced a series of propositions linked to WLB practices that showed why an employee might be attracted to or desire to work for the organization. WLB practices such as schedule flexibility, childcare, social events, and meal allowances lead to outcomes that promote retention and attraction. The research showed the value of WLB practices and the relationship to employee satisfaction and job retention but was limited based on the small number of interviews conducted.

Based on data from a 2011 survey of State Government employees, a study on the effects of supported organizational policies, such as paid time off, work schedules, childcare, and family support programs on WLB was completed (Feeney & Stritch, 2019). With a random sample pulled from 192 State agency departments, the study had a sample size of 268 employees, with 51% being female, a mean age of 51, and 81% being

White. The quantitative study results showed that 65% of employees were satisfied with WLB programs, and 72% believed their organizations were supportive as they managed family obligations. Regarding the maternity/paternity policies, 47.5% of women and 39.6% of men agreed that their agencies had generous leave policies. The study also found that, in general, men and women leveraged the same WLB benefits. The research showed the importance of WLB policies but was limited due to the lack of minority participation.

The studies on WLB and organizational commitment, job involvement, job engagement, employee retention, and organization-supported policies and programs support the value and importance of WLB. The research was narrow due to the sample sizes and underrepresentation of minorities and older workers. Although the research focused on WLB, the relationship between WLB and job satisfaction was not an aspect of the study.

Work-Life Balance and Gender

Research on WLB and gender has primarily been taken from a female perspective (Raiden & Räisänen, 2013 & Powell et al., 2019) since they traditionally have a stronger emotional connection to home demands (Jang et al., 2021). Studies have shown that women have better physical and emotional health when leveraging WLB programming (Sigroha, 2014 & O'Neal et al., 2014). But as societal norms shift, men are taking greater responsibility for home demands and showing greater interest in WLB (Powell et al., 2019). WLB is complex and subjective in its usage but beneficial to both genders because managing work and nonwork activities is a non-gender struggle (Evans et al., 2013).

The characterization that WLB is for women only forces men into a paradoxical position, especially as they seek greater balance (Boiarintseva & Richardson, 2019). The qualitative study on WLB for ten male lawyers in Canada found it nearly impossible to find balance between the work and nonwork domains due to pressure to achieve and heavy workloads. A connection between gender roles and the male view posited that men must maintain the position of family provider, which caused a high level of WLB sacrifice. The sample size was small, involved married/engaged men who ranged in ages from 33 to 46, and did not define race. Researchers focused on the legal industry because of its high-stress nature, work pressure, and long work hours.

In another qualitative study focused on men, Raiden & Räisänen (2013) interviewed 14 men, ranging in ages from 30 to 64 (2 interviewees 55+), who worked in construction departments at universities in Sweden and the United Kingdom. The research outcomes showed a complexity surrounding the traditional view of WLB as only work and nonwork (work and family/home), highlighting the need to expand this view to include a personal life domain, which becomes WFLB (Work-Family-Life-Balance). The study was limited as it concerns ethnic and cultural backgrounds and only had two interviewees 55+.

Using data from the Collaborative on Academic Careers in Higher Education, Denson et al. (2018) studied WLB and gender roles in an academic setting. This quantitative research had a sample of faculty members ($N = 2,953$), from 69 educational institutions, with 36% Asian American, 35% White, 17% African American, 12% Latino, with 60% male participation. The study's goal was to understand faculty members'

perceptions and their ability to achieve WLB in light of their academic careers and race. The study found that Asian American faculty had the highest perception of WLB. In contrast, White, African American, and Latinos had relatively the same perception of their ability to achieve WLB. African American female faculty showed a lower level of WLB when compared to African American men, and Latina faculty showed higher levels of WLB when compared to Latino faculty. The research found that all racial groups desired to improve their WLB. Although the study had over 500 African American participants, no age data were collected, and the researcher did not examine the relationship between WLB and job satisfaction.

In another study that leveraged the data from the Collaborative on Academic Careers in Higher Education, an examination of the predictors of perceived WLB for faculty of color (non-White) was conducted (Szelényi & Denson, 2019). The research had a sample size of 2,173, with 37% Asian men, 18% Asian women, 14% African American women, 12% African American men, 10% Latino, and 9% Latina faculty. The study found that faculty members of color did not believe they had a high degree of success in achieving WLB, but men showed higher levels of WLB than women. The research had 635 African American male and female participants but, no age data were collected, and the relationship to job satisfaction was highlighted.

The studies on WLB and gender show the value of WLB for men and women. The research did not focus on the relationship between WLB and job satisfaction. Further, the research was not inclusive since it lacked representation of participants 55+ and racial groups from other occupations.

Work-Life Balance and Age

Despite the career longevity of an aging workforce (Yoe, 2019), studies on getting older, working past traditional retirement years, and the identity of the aging are sparse (Berger, 2006). Much of the research for older individuals has focused on life after work. However, with people being heathier, living longer, and working longer, there should be more research on aging and career success (Bureau of Labor Statistics, 2017). Complexity exists when attempting to understand what achieving WLB looks like for older workers, which requires a deeper investigation into the needs of this growing demographic (Templer et al., 2010).

The motives for why people continue working later in life vary, but the rationale for maintaining employment does not diminish the need for WLB (Templer et al., 2010). Spieler et al. (2018) researched the relationship between WLB and work/non-work boundary strength and management at moderating ages for German employees in the banking industry. The study had 298 participants, with 68% of them being female, and the mean age was under 40. The researchers put controls around variables, such as family dynamics, work characteristics, gender, and years with the company, to consider participant circumstances. The variable controls ensured the relationship between WLB, boundary strength, and age was not lessened. The study found that age had a significant relationship to WLB and boundary strength. Older workers showed stronger boundaries within their work and home domains, which depicted a moderating association to WLB as the workers aged. The study lacked representation of older workers.

Another study on WLB and age examined if the employee's age changed perceptions of WLB and if there was a relationship between the worker's age and view of employer WLB programming (Richert- Kazmierska & Stankiewicz, 2016). The study had a sample size of 440, with all participants from Europe (26% from Finland, 60% from Lithuania, and 14% from Sweden), 57% female, and 25% between 55-70. This quantitative research found that 83% of the employees claimed to maintain healthy WLB, older employees were more likely to point out what is needed to preserve WLB, and 36% of the participants (majority older workers) believed employees had equal opportunity to leverage WLB programs. Although the outcomes offer helpful insight, two-thirds of the participants did not believe there was equal opportunity to leverage WLB programs, the sample of participants 55+ was limited and other than the country of origin, race was not a data element collected.

Schultz et al. (2012) conducted a qualitative study to understand the views of young, single professionals who ranged in age between 18-35, which is different than the other studies on WLB and age, where the participants were older, married/partnered, and/or caring for parents. The research had 183 participants, 72% female and 88% White. The research found that young professionals describe WLB from the perspective of what WLB does for them, with an emphasis on defending why the nonwork aspect of WLB was important. The research allowed for a differing view of WLB and presented a gap in thinking between younger and older workers.

The studies on WLB and related organizational concepts, gender, and age provided a view of WLB and its relationships with other topics. The quantitative and

qualitative studies are important to the overall understanding of WLB, but the studies did not offer insight from a race context. Men and older works 55+ were underrepresented as well. Research is needed to understand the relationship between WLB and job satisfaction for African American men 55+.

Work-Life Balance and Health

Employee well-being is an issue concerning many employers, especially since there is an emphasis on productivity and performance (Bartels et al., 2019). In the United States, full-time employees work approximately 47 hours per week, not including hours worked on weekends. Better worker health equals increased organizational performance, which highlights the importance of organizations promoting WLB programming and employees using WLB benefits (Zheng et al., 2015).

Employee well-being is impacted by various issues such as work stress, low work control, work and life conflict, and lack of organizational support (Zheng et al., 2015). Zheng et al. (2015) focused on WLB and ways to improve employees' health. In this qualitative study, the researchers interviewed 642 Australian employees, with a mean age of 44, via telephone to capture their views of WLB and the employer's WLB programs. The research found that 40% indicated their organization had some form of WLB programming, but less than 3% stated they ever used WLB programming. The study highlighted that long work hours did not affect an employee's physical health, but did affect stress levels and decreased the opportunity for WLB. Although the study underrepresented older workers, the researcher showed the linkage to better well-being and WLB success.

Another study on WLB and employee health focused on arthritis and its relationship to work output (Gignac et al., 2014). The participants were men ($n = 104$) and women ($n = 248$) from two Canadian regions with osteoarthritis or inflammatory arthritis. With the mean age being 52, participants completed a questionnaire and telephone interview discussing their views of WLB and the impact on their health, productivity, and life roles. The research found that activity limitations at work and having children at home affected chronic illness. Also, men with lower decision-making latitude at work and women with unpredictable hours had more significant challenges from their conditions. The study focused on the importance of WLB for employees managing chronic illness, but the study lacked representation of older workers and other racial groups.

Boundaries and borders theories are foundational to WLB because they help construct barriers that manage work and home roles (Schieman & Glavin, 2015). Wepfer et al. (2018) conducted quantitative research on work-to-life boundary enactment and the relationship to well-being with participants from Germany, Austria, and Switzerland. The study had a sample size of 1,916 white-collar workers, with an average age of 43, and 56% of the participants were men. The outcomes of this study determined that workers with high work-to-life integration enactment had higher levels of exhaustion due to reduced recovery time and, as a result, experienced lower WLB. The study showed that employees struggled with integrating work and nonwork activities, leaving little to no opportunity for self-recovery, which affects WLB. The study based in Europe, was underrepresented by older workers, and did not capture race information.

Another study on the connections between hours worked, job satisfaction, and WLB and occupational stress was conducted in Taiwan (Hsu et al., 2019). The research investigated workers' health issues working long hours during the week. The sample size was 369 employees who worked in high pressured industries (technology and finance), with a mean age of 36, and 50% male participants. The quantitative study results indicated that stress caused by long work hours influenced WLB and job satisfaction, and there was a positive association between extended working hours and occupational stress. The research limitations were the lack of older worker representation and participant diversity.

Work-Life Balance, African American Men, and Age

Racial biases exist as it concerns WLB research due to the continual focus on the majority populace, heterosexual, white employees (Powell et al., 2019). There is a limited understanding of workers in other countries, and there is also no research on a segment of the United States' population, namely, African American men, 55+. Based on a lack of research, discovering WLB within the construct of race, gender, and age will close the gap in understanding and contribute significantly to empirical data.

Job Satisfaction as a Predictor of Work-Life Balance

Job satisfaction has been well-researched, and the implications of job satisfaction is felt by everyone within an organization (Agarwal & Sajid, 2017). Job satisfaction is an employee's attitude and response to their position (Takrim & Amin, 2015). Studies have indicated that job satisfaction is a precursor to increased productivity, better employee retention of top talent, and financial reward (Agarwal & Sajid, 2017). This proposed

research will view job satisfaction as the outcome variable to the level of WLB

experienced, the predictor variable.

Job Satisfaction and African Americans

Hooker and Johnson (2011) conducted a qualitative study to investigate the level

of job satisfaction for tenured male professors at Black and White universities. The

research focused on the lived experiences of 16 professors, seven from a Black university

and nine from a White university, who taught in various educational departments. The

findings showed that 75% of professors from both groups had high job satisfaction and

viewed flexibility, compensation, and compatibility of organizational and personal goals

as critical aspects of their satisfaction. The outcomes also showed that the two groups had

differing views on diversity and the opportunity to give back, which was important for

professors at White institutions, but not as important to professors at Black institutions.

The limitation of this study surrounds the small sample size and lack of age data.

Mentoring is an interactive process involving engagement between individuals of

differing levels of experience and expertise that focuses on personal, career, and

educational development (Robinson & Reio, 2012). The research focused on the

relationship between job satisfaction and mentoring. The study's sample consisted of 359

African American men, with a mean age of 37. This quantitative study found that

participants experienced higher levels of job satisfaction and greater commitment to their

organizations when engaged in a mentoring process. The limitation of this research is the

underrepresentation of older workers 55+.

Job Satisfaction and Age

Older workers are known to be good organizational contributors based on their knowledge, attitude, and relationships (Cavanagh et al., 2020). Job satisfaction and older workers have a positive relationship since mature employees are more established and functioning within their chosen roles (Mohanty, 2017). Cavanah et al. (2020) conducted a study focused on understanding how the relationship between job characteristics (control/autonomy and income) and job satisfaction changes with age. The data were collected over 8 years to ensure an adequate sample size (N = 2,593), with a mean age of 52. The sample was 41% male. Regarding race, 86% were White, 7% Black, 2% Asian, 1% Native American, and 4% other. This quantitative research found that the relationship between job characteristics and job satisfaction increased with age. Although the outcomes were positive, most participants were from a single racial group.

Job Satisfaction, African American Men, and Age

Research on the racial differences in job satisfaction has been meager (Mukerjee, 2014). A study based on how participants felt about their jobs was conducted. It showed older White men having higher levels of job satisfaction by a range of 8 % to 10% over older Black men, based on longitudinal surveys from 1972 to 2001. In 2001, the study showed job satisfaction ratings slightly increasing by 2% for older Black men and 5% for older White men, with the overall gap rising to 11% over 10 years, with no quantifiable reasons for the gap in job satisfaction.

Work-Life Balance and Job Satisfaction Among Different Populations

The focus of this quantitative study was to examine the relationship between WLB and job satisfaction for African American men (55+) to determine if the degree to which this population exhibits WLB will predict their level of job satisfaction. There are no studies on WLB and African American men (55+). Some studies focus on the relationship between WLB and job satisfaction, but with different populations.

Research-based in Malaysia drew participants ($N = 357$) from the staff of four of the country's universities (Hussein et al., 2018). The study examined the relationship between WLB and multiple variables, including job satisfaction, organizational commitment, and employee performance. The findings revealed that WLB, job satisfaction, and organizational commitment significantly predicted performance. The study highlighted the connection between variables, the research lacked representation of older workers. Further, the participants worked within the same university setting and were from the same cultural background.

In a study conducted by Takrim et al. (2015), the goal was to examine the relationship between WLB practices on worker job satisfaction. This quantitative study focused on the usage of the employer's WLB programming to determine if it brought balance to the employee's work and nonwork domains and increased job satisfaction. A random sample ($N = 150$) of teachers was selected from the University of Peshawar (Pakistan); 63% were female, and the age ranged from 26 to 59. The results indicated a significant association between WLB, job satisfaction, and organizational commitment.

The outcome showed that WLB influences job satisfaction. Results also indicated that WLB policies promoted by the organization affected job satisfaction.

A year later, another study was conducted at the University of Peshawar (Pakistan) to examine the influence of WLB practices on job satisfaction and organizational commitment (Takrim & Siddiq, 2016). The 200 faculty participants were 53% male and between the ages of 26 and 59. The results indicated that male instructors had higher job satisfaction than their female counterparts. There were no significant differences in how WLB was perceived. Both studies at the University of Peshawar (Pakistan) highlighted the relationship between WLB and job satisfaction. Still, the research was limited due to the underrepresentation of older workers, participants who worked within the same university setting and were from the same cultural background.

Westover et al. (2020) conducted a study on the attributes of WLB that predict job satisfaction intending to understand differences across generational lines. The participants were categorized, based on birth year, into four groups, Silent Generation (born between 1925 and 1945), with a mean age of 78; Baby Boomers (born between 1946 and 1964), with a mean age of 59; Generation X (born between 1965 and 1980), with a mean age of 43, and Millennials (born between 1981 and 1996), with a mean age of 27. The sample size for the Silent Generation was small ($N = 97$) compared to other groups, which were all considerably larger. The quantitative research found that all four groups increased in job satisfaction as work flexibility or work from home opportunities increased, as after-hour work requirements reduced, and as employees received the work, they deemed attractive. Findings also showed that as weekend work hours decreased, job satisfaction

increased. The focus of this research was from a generational context. The sample size of Baby Boomers was sufficient, but the researcher did not collect racial information.

Research on WLB and its relationship to job satisfaction, within several international contexts and with additional variables, indicated similar outcomes. WLB has a significant connection to job satisfaction. I found a lack of research, national or international, with African American men 55+ as central participants. The quantitative and qualitative studies of WLB and job satisfaction are critical scholarly works to the current research. Still, without empirical data on African American men, there will not be a complete picture of this topic.

Summary and Conclusions

A plethora of research exist on WLB and job satisfaction. Studies have exhausted the connection between WLB and female workers and job satisfaction as an outcome variable to a myriad of predictor variables, such as wages, attitudes, competencies, and management. The analysis of previous works has reviewed WLB and job satisfaction as it relates to African Americans, aging older workers, gender, health, and other intricately linked concepts. What is unknown are the implications of WLB and job satisfaction for African American men, specifically men over the age of 55. This study will close the gap in the overall awareness and understanding of a race and age group contributing to the labor force. WLB and job satisfaction research will remain incomplete until there are more studies with greater racial inclusion. Chapter 3 focuses on the research method proposed to perform the study on the relationship between WLB and job satisfaction for

African American men (55+) to determine if the degree to which this population has

WLB can predict job satisfaction.

Chapter 3: Research Method

Introduction

A proper WLB existence benefits all employees (Lee & Sirgy, 2018). WLB is multifaceted and indicates how individuals manage their work and nonwork lives (Comstock, 2019), with the goal of attaining psychological, physical, and emotional balance (Jaharuddin & Zainol, 2019). The issues of WLB are essential because of the interconnectedness of work and family and the importance of successfully managing both domains (Hirschi et al., 2019). As the workforce ages, the need for WLB is greater (Spieler et al., 2018).

Several researchers have examined WLB and its relationship to job satisfaction among female workers (Mukerjee, 2014). WLB research is limited as it concerns race, specifically African American men (Balkin et al., 2018). There is a need to discover the nexus between WLB and job satisfaction among African American and nonfemale workers. The purpose of this quantitative study using linear regression analysis was to examine the relationship between WLB and job satisfaction for African American men (55+). I sought to determine if the degree to which this population exhibits WLB will predict their level of job satisfaction. An additional purpose was to understand the moderating effect of the relationship between WLB and weekly work hours and WLB and age on job satisfaction. The goal was to examine this population's ability to balance work and nonwork and its relationship to job satisfaction. The goals of Chapter 3 were to address the RQs and explain the research design methodology. The population sample,

participant recruitment, data collection methods, and instrumentation are highlighted, and the analysis procedures and ethical concerns documented.

Research Design and Rationale

For this quantitative correlational study, I performed a linear regression analysis to examine the relationship between WLB and job satisfaction for African American men (55+). I also examined the moderating effect of weekly work hours and age and job satisfaction. The predictor variable was the level of WLB experienced by participants. The interaction of WLB and weekly hours worked and WLB and age were the moderators. The outcome variable was the level of job satisfaction experienced within the workplace. The goal was to examine if a relationship exists between WLB, WLB and weekly hours worked, WLB and age, and job satisfaction for this population.

The RQs were

RQ1: Does WLB predict the participant's level of job satisfaction?

RQ2: Does the age range of the participant (age group 55-65 and 66 and older) moderate the relationship between WLB and job satisfaction?

RQ3: Does the number of weekly hours worked by the participant (weekly work hours 39 or less and 40 or more) moderate the relationship between WLB and job satisfaction?

I designed the questions with the aim of discovering the nature and statistical significance of the relationship between the predictor and outcome variables (see Jupp, 2006). By applying linear regression analysis, I was able to predict the outcome of WLB on job satisfaction for the study population. Because the predictor and outcome variables are

known, linear regression analysis was the appropriate research design to test the significance of the relationships between study variables.

Methodology

Population

The target population for this study was African American men 55+. In 2018, older African American workers 55+ made up 2.2% of the U.S. labor force, and men were 46% of this population (Bureau of Labor Statistics, 2019). According to the Bureau of Labor Statistics (2017), by 2024, African American workers 55+ in the workforce are expected to increase to 3.15%. Men will constitute approximately 46.5% of this population.

Sampling and Sampling Procedures

The participants fell into a specific racial and age group and had similar employment status, per the instructions of the surveys completed. The sampling strategy for the research was twofold. I used purposive sampling, a nonprobability method, because I selected the participants based on specific gender and racial characteristics. Snowball sampling, also a nonprobability method, was used in anticipation that participants would engage other potential subjects who met the research requirements. The surveys submitted were used to address all RQs. The participants worked in the United States, were employed within an organization for the last 5 consecutive years, planned to continue in full or part-time (W-2) employment, and worked in organizations where WLB benefits were available. The sample size was determined using a linear regression power analysis, conducted using G*Power software, Version 3.1 (Faul et al.,

2009). Using an alpha of 0.05, power of 0.95, and small effect size, I calculated a sample size of 129 African American men 55+. The participants were not from a vulnerable population.

Procedures for Recruitment, Participation, and Data Collection

The participant profile needed for this research was recruited from social media, specifically Facebook, via Facebook Groups and Amazon's Mechanical Turk (MTurk) platform. The recruitment material had a web link for those who agreed and qualified to engage in the surveys. Upon clicking the link, the participants review the purpose of the research and informed consent agreement. Participants were able to provide their email information if they were interested in receiving a copy of the research outcomes. Once the informed consent agreement was reviewed, the participant acknowledged consent and launched the surveys by clicking the next button. The participants completed the demographic data, such as birth year, years employed with the current company, average weekly work hours, marital status, dependents (children or older parents), education level, geographic location, confirmation they plan to continue their employment, and if their workplace offers WLB programs.

Instrumentation and Operationalization of Constructs

Two instruments were used for this research. The WLBS is a four-item scale that was created and tested in large independent studies (Brough et al., 2014). The GJSS is a 10-item scale that has been used in multiple studies since the 1990s (Calaguas, 2017).

Work-Life Balance Scale

The WLBS is a four-item measurement created by Brough et al. in 2009 that is based on a worker's general assessment of the connection between their work and nonwork activities (Brough et al., 2014). To ensure that this short scale was psychometrically acceptable, the creators used the scale in two studies with multiple samples. Each item on the scale was internally reliable, with the lowest Cronbach's alpha 0.84 and the highest, 0.94. Participants use a Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) for their responses. Appendices A and B, respectively, contain the WLBS and permission from the copyright holder to use the instrument.

Generic Job Satisfaction Scale

The GJSS, which was developed by Macdonald and MacIntyre in 1997, is a tool for determining how workers feel about aspects of their jobs (Calaguas, 2017). The current reliability of the GJSS improved to 0.84 after the original scale of 44 items was reduced to 10 items to remove the deterrent of completing such a long survey. The GJSS survey responses are scored on a Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Appendices C and D, respectively, contain the GJSS and permission from the copyright holder to use the instrument.

Data Analysis Plan

The survey data were analyzed and summarized using Statistical Package for the Social Sciences (SPSS), version 27, which allowed the analysis of the moderation effect of age and weekly hours worked on the relationship between WLB and job satisfaction using the PROCESS macro (Hayes & Rockwood, 2017). The moderation variables (age

and weekly hours worked) provided further insight into the connection between WLB and job satisfaction for the studied population (Allen, 2017).

All returned surveys were reviewed for completeness. Incomplete surveys were analyzed to determine if the missing data were greater than 5% (Schlomer et al., 2010). If the amount of data missing was greater than 5% at the item level, the participant's responses was considered for exclusion. If the missing data were more than 5% but did not affect the data, then case-wise deletion was used. If the amount of data missing were less than 5%, a description of the missing data was documented, and the multiple imputation (MI) method was used. The MI method is a recognized approach of dealing with missing item-level data (Dong & Peng, 2013). The MI method is a feature of the newer versions of SPSS that allows for the ambiguity surrounding missing data (Cook, 2020). As stated in Chapter 1, the RQs and hypotheses focused on the relationship between WLB and job satisfaction. The RQs were

RQ1: Does WLB predict the participant's level of job satisfaction?

$H_0$1: WLB does not predict the participant's level of job satisfaction.

H_A1: WLB predicts the participant's level of job satisfaction.

RQ2: Does the age range of the participant (age group 55-65 and 66 and older) moderate the relationship between WLB and job satisfaction?

$H_0$2: The participant's age range does not moderate the relationship between WLB and job satisfaction.

H_A2: The participant's age range moderates the relationship between WLB and job satisfaction.

RQ3: Does the number of weekly hours worked by the participant (weekly work hours 39 or less and 40 or more) moderate the relationship between WLB and job satisfaction?

$H_0$3: The participant's weekly work hours do not moderate the relationship between WLB and job satisfaction.

H_A3: The participant's weekly work hours moderate the relationship between WLB and job satisfaction.

I used a linear regression model to explore the relationship between WLB and job satisfaction for African American men (55+). Regression coefficient (r^2) describes the relationship between the predictor and outcome variables. Standard error shows the level of variation between the relationship of the variables. Probable error of mean (t-value) determines the chance occurrence of the results. Probability value (p-value) highlights the best probability of the evidence favoring the alternative hypothesis. To ensure that the data met the homoscedasticity and normality standard for regression analysis, I created a plot of the standard errors (see Osborne & Waters, 2002). These tests showed the strength of power that the variables had on each other (see Kowal, 2016). Scatterplots from SPSS were reviewed to determine the linear relationship between the predictor and outcome variables and whether outliers existed (see Osborne & Waters, 2002).

Threats to Validity

Based on the direction of the research, there were no external validity threats since the population and sample had the same qualifying characteristics, which eliminated bias and issues of arrangement (Torre & Picho, 2016). The internal validity

threat that needed to be controlled was history. There is a historical perspective on how African American men are treated in society and the workplace, as highlighted by recent events surrounding George Floyd and the pandemic, which may affect data outcomes (Beverly & McDonnough, 2020). To ensure the study was not threatened by construct and statistical validity, the operational definitions accurately represented each variable. Further, as determined by the power analysis, the research had an adequate sample size.

Ethical Procedures

In conducting this research, I complied with all ethical guidelines set forth by the American Psychological Association and Walden University's Institutional Review Board (IRB). Before collecting data, I obtained permission from the IRB to conduct the study (approval no. 11-05-21-0089397). Participants indicated their agreement via the informed consent agreement. Participants were aware of all aspects of the study through informed consent, including the measures for safeguarding data collection and participant anonymity and the provisions for withdrawal from the study.

<div align="center">

Summary

</div>

Chapter 3 indicated the extent of the research population and the sample size based on the power analysis for linear regression. Participant recruitment and data collection procedures were strictly followed. The data were analyzed using the SPSS v27 software package to test the assumptions of linear regression and the power of the relationship between the predictor and outcome variables.

A summary of the design and methodology was presented. The study was conducted to answer the RQs and test the hypotheses using the WLBS and GJSS

instruments that have been widely used and are internally valid. Chapter 1 expressed the depth of the issues within the context of the background, problem, and significance and how this research will contribute to the knowledge base that exists on the topics of WLB and Job Satisfaction. Chapter 2 reviewed the literature about the foundational theories of WLB and job satisfaction and the effect on older African American workers. Chapter 4 focused on data collection outcomes described in Chapter 3.

Chapter 4: Results

Introduction

In Chapter 4, I discuss the procedures for data collection and the analysis process used to examine the three RQs and their hypotheses. The purpose of this quantitative study using linear regression analysis was to examine the relationship between WLB and job satisfaction for African American men (55+) to determine if the degree to which this population exhibits WLB will predict their level of job satisfaction. The original intent of this research was to use multiple regression analysis. However, linear regression analysis was more appropriate since there was one independent variable (WLB) and one dependent variable (job satisfaction). To analyze the moderating effect of weekly hours worked as a moderator and age as a moderator, the PROCESS analysis was performed (Hayes & Rockwood, 2017). The null hypothesis was that the predictor variable, WLB, did not predict the outcome of job satisfaction. I also examined the moderating nature of age, work-week hours, and WLB as a predictor of job satisfaction. The null hypothesis was that the moderating nature of age and WLB and work-week hours and WLB did not predict job satisfaction.

This chapter includes a description of the participant recruitment methods, data collection method, data collection time frame, and response rates. I present the research results, along with participant demographics, descriptive statistics, correlation results, and the results of the linear regression analysis. The RQs and hypotheses were

RQ1: Does WLB predict the participant's level of job satisfaction?

$H_0$1: WLB does not predict the participant's level of job satisfaction.

H_A1: WLB predicts the participant's level of job satisfaction.

RQ2: Does the age range of the participant (age group 55-65 and 66 and older) moderate the relationship between WLB and job satisfaction?

H_02: The participant's age does not moderate the relationship between WLB and job satisfaction.

H_A2: The participant's age moderates the relationship between WLB and job satisfaction.

RQ3: Does the number of weekly hours worked by the participant (weekly work hours 39 or less and 40 or more) moderate the relationship between WLB and job satisfaction?

H_03: The participant's weekly work hours do not moderate the relationship between WLB and job satisfaction.

H_A3: The participant's weekly work hours moderate the relationship between WLB and job satisfaction.

Data Collection

After receiving approval from the IRB, I began the process of recruiting participants using the social media platform Facebook and the associated Facebook Groups. Posts were placed on the researchers Facebook page, Black Male Teachers, Black Cigar Smokers, The Black Male Archives, Pan-Africanism WW, and Beauty of the Black Man. A post was placed in the Positive and Determined African American Brothers Facebook Group but was removed within 24 hours without reason. Requests to post were submitted to the100 Black Men of America, Inc. and Building African

American Males; neither organization granted the requests. Due to limited responses over 10 weeks, the IRB approved a request to change recruitment procedures, which allowed the use of Amazon's MTurk, an online participant recruitment tool.

The online survey was a combination of demographic questions and two survey instruments: WLBS and GJSS. These surveys made up the single online survey available through the SurveyMonkey platform (see Appendices A and C). The Facebook Group posts and MTurk online tool had weblinks that directed potential participants to the SurveyMonkey platform, where participants completed the surveys per the guidelines governing this research. Recruitment for participants lasted 16 weeks, after which the weblinks were deactivated.

Participants confirmed that they met the qualifications to participate by reviewing the informed consent agreement and acknowledging their ability to participate by clicking the next button and launching the surveys. The participants completed demographic data, such as birth year, years employed with the current company, average weekly work hours, marital status, dependents (children or older parents), education level, geographic location, confirmation they plan to continue their employment, and if their workplace offers WLB programs. The a priori sample size for an F test with an effect size of 0.15, a confidence level of 95%, and an alpha level of .05 with four predictors were 129 participants. Four predictors were used in the a priori calculation to include WLB, the moderating effect of age, and the moderating effect of weekly work hours on job satisfaction.

One hundred sixty participants completed the survey. Based on birth year, 29 (18%) of the participants did not qualify to participate in the study, and their submissions rejected. Due to the nature of missing responses, the remaining 131 surveys were assessed to ensure completeness. I completed an analysis to determine if missing data were greater than 5% (see Schlomer et al., 2010). There was incomplete data in the demographic portion of the study. After further analysis, I concluded that the missing data were inconsequential to the outcome of this research and kept them in the study. Additional missing data were discovered within both the WLB and GJSS scales. Four participants missed an item on the WLBS; three participants missed Item 1, and one participant missed Item 2. Five participants missed an item on the GJSS; two participants missed Item 7, a participant missed Item 3, a participant missed Item 4, and a participant missed Item 9. One participant missed two items on the GJSS (Items 2 and 5). The combined scales had 14 items. Although some items were missing more than 5% of responses, they were included in the study due to their minimal effect on the results. The excluded responses were from participants who missed two items on the GJSS scale based on case-wise deletion because they missed more than one item on the scale. The priori sample size for an F test was met with a final sample size of 130.

Descriptive and Demographic Statistics

The participants were African American men, 55 years or older, working full-time or part-time. Demographic information was collected (Table 1), which highlighted that more than half of the sample ranged from 55 to 65 years of age (69%), with 5 participants being over 70. More than half of the participants work at least 40 hours per week

(68.3%), the majority were married (90.5%), and most participants had at least a bachelor's degree (89%). According to The Education Trust (2017), only 14% of African Americans have bachelor's degrees. However, the participants, older African American men working in organizations that have WLB policies, generally function a higher professional level and are more educated. Further, the Institute of Family Studies (2018), stated in their research that African American men who are educated, married and in their fifties are more likely to experience success. There are a number of men who do not meet the characteristics of this research population, based on this group's specific demographic, the participants appropriately characterize the sample.

Table 1

Frequencies and Percentages for the Demographic Variables

Variable	N	%
Age range	126	
55–65	87	69.0
66 and older	39	31.0
Average weekly work hours	126	
> 39 hrs	40	31.7
< 40 hrs	86	68.3
Years employed with current employer	118	
> 10 years	75	59.5
11–20 years	19	15.1
21–30 years	19	15.1
< 31 years	5	4.0
Marital status	126	
Married	114	90.5
Single	11	8.7
Dependents	125	
Yes	89	70.6
No	36	28.6
Educational level	126	
Some high school, no diploma	1	0.8
High school diploma or equivalent	4	3.2
Associate degree	9	7.1
Bachelor's degree	86	68.3
Postundergraduate	2	1.6
Master's degree	21	16.7
Postgraduate	1	0.8
Doctorate degree	1	0.8
Professional degree	1	0.8

Descriptive level responses from the output of the WLBS and GJSS provide detail into the sample. The survey responses were collected using a Likert scale. The WLBS consisted of four questions and was scored based on the participant's description of their level of WLB. The responses provided were *strongly disagree* = 1, *disagree* = 2, *neutral* = 3, *agree* = 4, and *strongly agree* = 5. The WLBS contained a negatively worded item, "I have difficulty balancing my work and non-work activities," which required reverse scoring. The GJSS consisted of 10 questions and was scored based on the participant's description of their level of job satisfaction. The responses provided were *strongly disagree* = 1, *disagree* = 2, *neutral* = 3, *agree* = 4, and *strongly agree* = 5.

Table 2 represents the sample minimum, maximum, mean statistical scores, a standard deviation of reported responses, and Cronbach's alpha score of the surveys. The minimum score reported for the WLBS was one, and the maximum score reported was 5. The sample's mean score for the WLBS was 3.46, with a reported item-level standard deviation of 0.892. The minimum score reported for the GJSS was 1, and the maximum score reported was 5. The sample's mean score for the GJSS was 3.91, with a reported item-level standard deviation of 0.879. The WLBS is a four-item scale, which generated an unacceptable internal consistency, Cronbach's alpha, of .428. As an additional measure, the scales were combined to test the Cronbach's alpha at a 14-item scale, generating an acceptable internal consistency output.

Table 2

Minimum, Maximum, Mean, Standard Deviation, and Cronbach's Alpha Values by Instrument

Survey	Minimum	Maximum	*M*	*SD*	Cronbach's ∞
WLBS	5	20	14.62	2.638	.428
GJSS	27	50	39.52	4.907	.801
Combined	5	50	53.80	5.937	.790

Note. *N* = 130. WLBS = Work-Life Balance Scale GJSS = Generic Job Satisfaction Scale.

As highlighted by Hayes and Coutts (2020), Cronbach's alpha can sometimes be misinterpreted as a measure of reliability, especially when using scales that have a small number of items. In addition to the testing of the combined scales, an OMEGA (macro in SPSS) test was run to determine if there would be an improvement in internal consistency. Table 3 represents the sample minimum, maximum, mean statistical scores, the standard deviation of reported WLBS responses, and the OMEGA score of the survey. The OMEGA method shows an improvement in internal consistency over Cronbach's alpha. The percentages and frequencies of the item-level responses for the WLB and GJSS scales are reported in tables in Appendices E and F, respectively.

Table 3

Minimum, Maximum, Mean, Standard Deviation, and OMEGA for the Work-Life Balance Scale

Survey	Minimum	Maximum	*M*	*SD*	OMEGA
WLBS	1	5	3.46	0.892	.553

Note. *N* = 126.

Results

Participant responses were analyzed using SPSS Version 27 software program.

The variance inflation factor (VIF) computation determined the multicollinearity of the

predictor variables. This test ensured the predictor variables were not highly correlated to

one another. The collinearity statistics show that the Tolerance values are greater than

.01, with the lowest value being .644 (WLB*Hours) and all VIF values being much lower

than 10, with the highest value being 1.553 (WLB*Hours). A value of 10 would indicate

collinearity among the predictor variables and cause an issue in regression analysis. Table

4 shows the results of the VIF computation for multicollinearity for the predictor

variables.

Table 4

Significance, Tolerance, and Variance Inflation Factor Model Values for Work-Life Balance

Factor	Collinearity statistics	
	Tolerance	VIF
WLB	.786	1.273
WLB*Hours	.644	1.553
WLB*Age	.723	1.384

To perform a linear regression analysis, the data must meet several assumptions.

The assumptions of the relationship between variables, independent observations, no

major outliers, homoscedasticity, and approximate normal distribution of the residuals

were tested using SPSS (Laerd Statistics, 2015). However, before testing the

assumptions, a scatterplot to confirm the linear relationship between WLB and job

satisfaction was completed (see Figure 1). The scatterplot test showed that there were

four major outliers. The outliers were removed, which addressed one of the assumptions

of linear regression, no major outliers. The linear relationship was re-tested, which re-

confirmed linearity based on the output of the scatterplot (see Figure 2).

Figure 1

Scatterplot of Job Satisfaction by Work-Life Balance

Scatter Plot of JS by WLB

R^2 Linear = 0.337

y=19.86+1.31*x
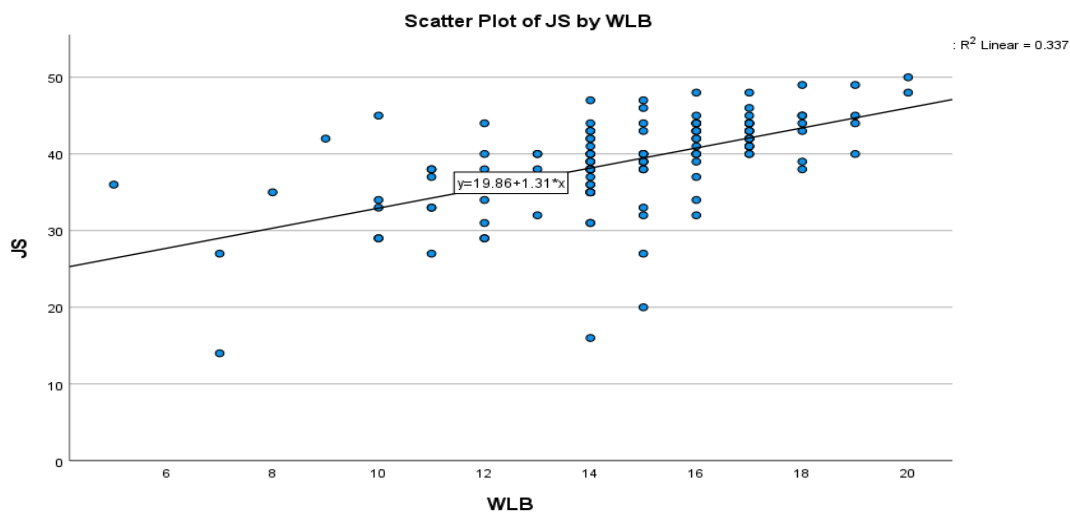
Note. JS = job satisfaction; WLB = work-life balance.

Figure 2

Scatterplot of Job Satisfaction by Work-Life Balance

Scatter Plot of JS by WLB
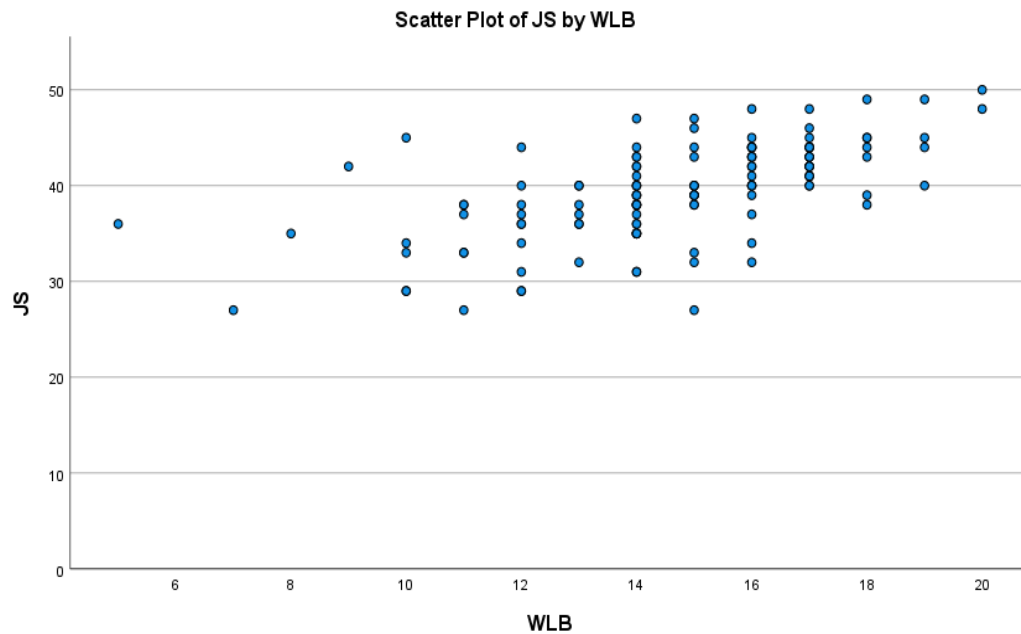
Note. Outliers were removed. JS = job satisfaction; WLB = work-life balance.

The Durbin-Watson analysis was completed to test the independent observations assumption. A value of 2, or near 2, indicates that observations are independent. As determined by the analysis, the result of the Durbin-Watson analysis was 1.812. Homoscedasticity was also confirmed based on the scatterplot of the standardized residuals versus the standardized predicted values. Finally, the residuals met the normal distribution requirement based on the histogram (see Figure 3) and normal probability plot (see Figure 4).

This goal of the study was to examine the relationship between WLB and job satisfaction for the surveyed population to determine if the degree to which they exhibit WLB predicts their level of job satisfaction. Data related to RQ1 was analyzed to

determine whether WLB predicted the participant's job satisfaction using correlation and

linear regression analysis.

Figure 3

Histogram of Regression Standardized Residuals for Job Satisfaction
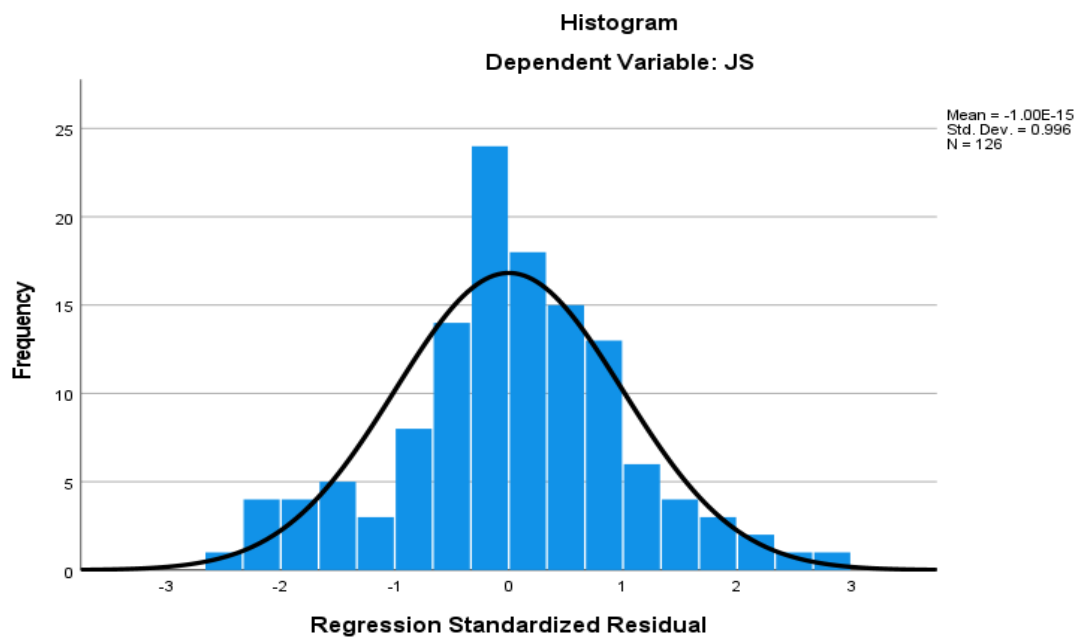
Note. JS = job satisfaction.

Figure 4

Normal P-P Plot for Job Satisfaction

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: JS
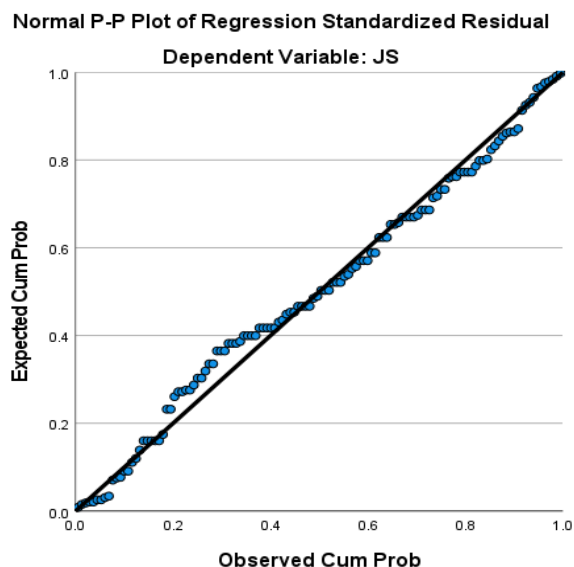
Note. JS = job satisfaction.

Data related to RQ2 and RQ3 were analyzed using the PROCESS analysis (Hayes &

Rockwood, 2017) to predict the participant's job satisfaction if there existed a moderating

effect based on weekly hours worked and age.

Overall, the research findings align with other studies examining the relationship

between WLB and job satisfaction. The instruments used had consistent positive scoring

for most of the items. The WLBS has four items and the GJSS, 10. On the WLBS, Items

1 and 4 and on the GJSS, Items 1, 2, 3, 4, 6, 8, 9, and 10 had agree or strongly agree

responses from 70% to 80% of the participants. Item 1, "I receive recognition for a job

well done," and Item 9, "I get along with my supervisors (immediate heads)," received

80% agreement (agree/strongly disagree) from the participants.

The WLBS and the GJSS each had two items that a sizable percentage of participants scored negatively. More than half (54.6%) of participants indicated that they disagreed or strongly disagreed with WLBS Item 2, "I have difficulty balancing my work and non-work activities" (reverse scoring); 20% gave neutral responses. Almost two thirds (65.4%) of participants indicated that they agreed or strongly agreed with WLBS Item 3, "I feel that the balance between my work demands and non-work activities is currently about right"; 24.6% gave neutral responses. The scores from these two items suggest that, although WLB predicts job satisfaction, balancing work and nonwork activities is a challenge that requires continual effort and adjustment. More than half (57.6%) of participants agreed or strongly agreed with GJSS Item 5, "I believe management (administration) is concerned about me"; 20.8% gave neutral responses. Slightly more than two thirds (67.7%) of participants indicated that they agreed or strongly agreed with GJSS Item 7, "My wage (salary) is good,"; 18.5% gave neutral responses. The scores from Items 5 and 7 and the other eight items of the GJSS suggest that being satisfied with work is multifaceted and not limited to wages or management's concern for the employee.

Work-Life Balance and Job Satisfaction Analysis

The results showed that WLB had a significant correlation to job satisfaction, r (126) = .631, p =.001. Table 5 shows the correlation matrix of the reported values. A linear regression analysis of WLB and job satisfaction confirmed that WLB was statistically significant at a power of .95 as a predictor of job satisfaction, F (1,124) = 24.601, p = .001 with an effect size of .15. Therefore, the null hypothesis was rejected,

indicating that WLB, as measured, did predict job satisfaction for African American men 55+.

Table 5

Work-Life Balance and Job Satisfaction Correlation Matrix

Variable (statistics)	Variable	
	WLB	JS
WLB		
Pearson correlation	1	.631**
Sig. (2-tailed)		.000
N	126	126
JS		
Pearson correlation	.631**	1
Sig. (2-tailed)	.000	
N	126	126

Note. WLB = work-life balance; JS = job satisfaction.

** Correlation is significant at the 0.01 level (2-tailed).

Work-Life Balance and Weekly Hours and Job Satisfaction Analysis

I used the PROCESS macro to investigate the effect of weekly hours worked as a moderator (Hayes & Rockwood, 2017). The interaction between WLB and weekly hours worked on job satisfaction was found not statistically significant, (b=.1111, s.e.=.2776, p=.6897). The conditional effect of WLB on job satisfaction was positive and significant (b=.9932, s.e.=.4786, p=.0401), with the condition that weekly hours worked = 0. The conditional effect of weekly hours worked on job satisfaction was negative and not significant (b= -1.5156, s.e.=4.1920, p=.7183), with the condition that WLB = 0. Therefore, the null hypothesis was not rejected, indicating that WLB and the moderating effect of weekly hours worked, as measured, did not predict job satisfaction for this sample. Table 6 shows the model summary for the predictor variable, WLB and weekly

hours worked, and the outcome variable, job satisfaction. Table 7 shows the modeled

output for the interaction of weekly hours worked. The interaction of weekly hours

worked as a moderator suggests that work hours did not affect job satisfaction.

Table 6

Model Summary for Work-Life Balance and Hours and Job Satisfaction

R	R^2	MSE	F	df1	df2	p
.6319	.3992	14.8165	27.0376	3.0000	122.0000	.0000

Table 7

Model for Work-Life Balance and Hours and Job Satisfaction

Model	r	SE	T	p	LL CI	UL CI
Constant	24.8412	7.3089	3.3988	.0009	10.3725	39.3100
WLB	.9932	.4786	2.0752	.0401	.0458	1.9406
Hours	-1.5156	4.1920	-.3616	.7183	-9.8141	6.7829
Int_1	.1111	.2776	.4002	.6897	-.4384	.6605

Work-Life Balance and Age and Job Satisfaction Analysis

I used the PROCESS Macro to investigate the effect of age as a moderator (Hayes

& Rockwood, 2017). The interaction between WLB and age on job satisfaction is

statistically significant, (b=.6458, s.e.=.2758, p=.0208). The conditional effect of WLB

on job satisfaction was positive and significant (b=.2937, s.e.=.3923, p=.0455), with the

condition that age = 0. The conditional effect of age on job satisfaction was negative and

but significant (b= -9.5344, s.e.=3.9832, p=.0182), with the condition that WLB = 0.

Therefore, the null hypothesis is rejected, indicating that WLB and the moderating effect

of age, as measured, predicted job satisfaction for African American men 55+. Table 8

shows the model summary for the predictor variable, WLB and age, and the outcome

variable, job satisfaction. Table 9 shows the modeled output for the interaction of age.

The interaction of age as a moderator suggests that age affects job satisfaction. It was further determined that as the participant's increased in age, the relationship between WLB and job satisfaction became stronger. As this population gets older, the relationship between WLB and job satisfaction increased.

Table 8

Model Summary for Work-Life Balance and Age and Job Satisfaction

R	R^2	MSE	F	$df1$	$df2$	p
.6522	.4254	14.1741	30.1063	3.0000	122.0000	.0000

Table 9

Model for Work-Life Balance and Age and Job Satisfaction

Model	R	SE	T	p	LL CI	UL CI
Constant	35.5214	5.8204	6.1029	.0000	23.9993	47.0435
WLB	.2937	.3923	.7487	.04555	-.4829	1.0704
Age	-9.5344	3.9832	-2.3937	.0182	-17.4195	- 1.6493
Int_1	.6458	.2758	2.3417	.0208	.0999	1.1918

Summary

The purpose of this quantitative study using linear regression analysis was to examine the relationship between WLB and job satisfaction for African American men (55+) to determine if the degree to which this population exhibits WLB will predict their level of job satisfaction. The secondary purpose was to determine if age and weekly hours worked moderated the relationship between WLB and job satisfaction for this population. The data were evaluated for normality and multicollinearity of the predictors. The results indicated that the variables were statistically significantly different from a

normal distribution, were not normally distributed, and did not indicate collinearity among the predictor variables.

RQ1 was, Does WLB predict the participant's level of job satisfaction? The results showed a significant relationship between the sample's WLB and job satisfaction. The linear regression analysis showed that WLB, as measured by the WLBS, predicted job satisfaction, as measured by the GJSS. RQ2 was, Does the age range of the participant (age group 55-65 and 66 and older) moderate the relationship between WLB and job satisfaction? The results did not show a significant relationship between the samples' WLB, age, and their job satisfaction. The regression analysis indicated WLB, as measured by the WLBS, and age as a moderator was not statistically significant as a predictor of job satisfaction, as measured by the GJSS. RQ3 was, Does the number of weekly hours worked by the participant (weekly work hours 39 or less and 40 or more) moderate the relationship between WLB and job satisfaction? The results did not show a significant relationship between the samples' WLB, weekly hours worked and their job satisfaction. The regression analysis indicated WLB, as measured by the WLBS, and hours worked as a moderator was not statistically significant as a predictor of job satisfaction, as measured by the GJSS.

Chapter 4 provided a description of the demographics, sample scoring distribution, results, and findings. Collinearity was not discovered based on the VIF analysis of the predictor variables. The null hypothesis for RQ1was rejected regarding WLB as a predictor of job satisfaction at a power of .95. The null hypothesis for RQ2 concerning WLB and age as a moderator of job satisfaction was not rejected at a power

of .95. The null hypothesis for RQ3 was not rejected regarding WLB and weekly hours

worked as a moderator of job satisfaction at a power of .95. Chapter 5 will offer a

discussion as to why the results occurred, implications of the findings, potential social

change, other practical outcomes, and opportunities for future research.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this quantitative study using linear regression analysis was to examine the relationship between WLB and job satisfaction for African American men (55+) to determine if the degree to which this population exhibits WLB would predict their level of job satisfaction. WLB strategies help workers achieve psychological, physical, and emotional stability while simultaneously fostering organizational success (Jaharuddin & Zainol, 2019). Researchers have uncovered that African Americans struggle to find balance between work and home (Balkin et al., 2018). In conducting this research, I sought to address the gap in understanding the nature of WLB on job satisfaction for older African American men, an underrepresented group in the labor force.

In Chapter 1, I reviewed WLB and job satisfaction definitions and concepts and provided an overview of this study. The depth of the issues surrounding African Americans, men, and older workers were highlighted, along with how this research might contribute to the knowledge base on WLB and job satisfaction. In Chapter 2, I reviewed the research literature and foundational theories related to WLB and job satisfaction and its effect on older African American workers. The boundary and border theories were summarized as this study's central theories. As noted, much research has been conducted on WLB and job satisfaction from a female perspective (Raiden & Räisänen, 2013; Powell et al., 2019). The literature reviewed in Chapter 2 supports the lack of focus on African Americans and older men in the research literature.

In Chapter 3, I described the methodology, including the study population, sample size, instrumentation, recruitment process, data collection, and data analysis plan, in detail. Chapter 4 included the results of the data collected from the sample of African American men. The participants completed an online survey made up of demographic questions, the WLBS, and the GJSS. I described the data collected and presented the findings of the linear regression analysis. In this chapter, I interpret the findings, discuss the limitations of this research, consider its potential implications, and offer recommendations for future research on the subject.

Interpretation of the Findings

The boundary theory and border theory (Clark 2000; Nippert-Eng, 1996) were central frameworks needed to understand the concept of integration between work activities and nonwork activities. These theories encompass an employee's ability to create and manage established boundaries and borders to find life balance (Wepfer et al., 2018). The boundary theory emphasizes the importance of establishing physical and psychological boundaries (Daniel & Sonnentag, 2016) while also understanding how to navigate from one domain to another and knowing when to allow interference of one environment into the other domains (Huner et al., 2019). The border theory highlights the importance of building lines of demarcation between work and home (Schieman & Glavin, 2015). According to Schieman & Glavin (2015) people will attempt to invade or cross established borders that are defined, as they need. This border crossing, by others, can blur the barriers created by the individual establishing the border (Clark, 2000; Schieman & Glavin, 2015). Both theories consider situational dynamics, allowing

individuals to adjust their boundaries/borders to achieve balance based on the moment (Allen et al., 2014).

The boundary and the border theories both focus on a person's ability to balance work and nonwork life (Allen et al., 2014; Piszczek & Berg, 2014). Both theories require intentionality in defining boundaries and borders to achieve balance (Field & Chan, 2018). Realizing WLB requires proactive management of an employee's boundaries/borders to ensure effective functioning in all domains (Field & Chan, 2018; König & Caner de la Guardia, 2014). The RQs relate to the boundary and border theories because they focus on a category of older workers seeking balance and satisfaction as they continue working in their older adult years. The focus of the research was to find how well participants had established WLB, which require boundaries and borders, and if there were different shifts in their WLB based on age and weekly hours worked.

Research supports that WLB has many benefits and is important to achieving job satisfaction and managing other live domains, such as the parental, social, physical, and emotional domains (Dave & Purohit, 2016; Lee & Sirgy, 2018; Richert-Kazmierska & Stankiewicz, 2016; Westover et al., 2020). The results of this research confirm that WLB, for this sample, has a statistically significant relationship with job satisfaction and indicates that WLB is a factor that can contribute to an employee's level of job satisfaction.

Studies have confirmed that age is a factor when connected to work. Ng and Law (2014) found in their research that older workers learn to adapt to the work environment and shift their focus from their age to achieving productive outcomes. Other studies have

highlighted that age does not change the level of responsibility for workers (Spieler et al., 2018), nor does it reduce the significance of finances in their day-to-day living (Templer et al., 2010). The results of this research support previous findings in that age, as a moderator, affects job satisfaction.

An important aspect of WLB is managing boundaries/borders. Research has found that workers who logged extended hours had greater emotional exhaustion and an inability to distance themselves from work when needed (Dettmers, 2017). According to Dettmer (2017), the employees' health was a concern because there were limited opportunities for physical and mental recovery from work. Another survey of workers in Taiwan who worked long hours showed that they experienced stress due to longer work hours, which affected WLB and job satisfaction (Hsu et al., 2019). Although this study did not focus on stress or exhaustion due to long work hours, the results did not support previous findings in that weekly hours worked did not affect job satisfaction. There are several plausible reasons for the divergence from previous research. The first reason is due to the age of the sample. In both previous studies, the samples were under 40 (Dettmers, 2017; Hsu et al., 2019); this research's mean age was 62. Another reason for the difference in outcomes could be the participant's work positions and/or industries. The participants in the previous research worked in high-pressured industries (Hsu et al., 2019) or service industries (Dettmers, 2017). This research did not focus on work positions or industry. Lastly, another potential reason for the difference is the demographic of the participants. This research focused on a specific race, age group,

gender, and nationality. The previous research participants were male and female and were outside of the United States.

Engaging employees leads to productivity and performance gains, which are critical to achieving organizational success (Rodrigues da Costa & Maria Correia Loureiro, 2019). When employees feel that their organizations are interested in them achieving success outside of work, job engagement, job satisfaction, and organizational loyalty increase (Oludayo, O.A. et al., 2018). Research findings confirm that WLB programs are an effective way of achieving the high ideals of productivity, employee morale, and organizational culture. Research on the availability and use of WLB programs found positive connection to organizational profitability (Shin & Enoh, 2020). Although there are costs associated with WLB programs, which impact the bottom line, there are greater costs when employee turnover and absenteeism are high and employee morale and productivity are low. Despite the costs of WLB, the increases, such as performance, retention, and profitability, overshadow the expense and has a return of investment that is quantifiable.

Organizational leaders want to be trusted by their followers and WLB is a step toward achieving that goal (Rodríguez-Sánchez, et al., 2020). This is accomplished by ensuring that policies allow staff to leverage FWOs such as remote work, hybrid work schedules and child/elder care programs. Helping employees understand the benefits and availability of WLB options will lead to more a productive and engaged worker (Shin & Enoh, 2020).

Limitations of the Study

This research was used to examine the relationship between WLB and job satisfaction and determine if there was a moderating effect on the relationship between WLB and job satisfaction because of age and weekly work hours. This study's participants were African American men, 55 years of age and older, living in the United States, and employed for the last 5 years. Participants were recruited using Facebook Groups and Amazon's Mechanical Turk. Non-probability method was used to recruit since the participants were selected based on being male and African American.

A limitation of this study surrounds the method used to collect participant data. The participants needed access to the internet, excluding those without access, and be a part of one of the Facebook Groups that received the invitation to participate or participate in the MTurk program. A second limitation is that the participants completed the surveys via the SurveyMonkey platform based on self-reporting. Therefore, the study results depended on the participants being honest in their responses. Another limitation was the age of the participant, which, if younger, might have gained greater participation due to the number of individuals in the workforce. The fourth limitation is this research did not focus on work positions or industry as a demographic factor. Focusing on an industry or positions, may have generated a different outcome. A final limitation is that all the participants were from the United States, which may preclude researchers in other countries from finding relevance based on culture and ethnic values.

Recommendation for Future Research

There are several recommendations for future research. The first recommendation is to perform this study on men within the same age group (55+) but from other ethnic backgrounds, such as Asian, White, and Latino, to determine if WLB would have a similar relationship to job satisfaction. A second recommendation would be to perform this study with African American women 55+, using the same moderators to determine the relationship between WLB on job satisfaction. Another recommendation would be to research the same demographic using mixed methods to gain a greater understanding of the lived work experiences of older African American men. A fourth research recommendation would be to conduct a longitudinal study on WLB and its relationship to job satisfaction over time. This research would assist practitioners in understanding the day-to-day issues that impact WLB and the potential effect on job satisfaction. A final recommendation would be to execute this research in other countries with different cultural values and work experiences to determine if the outcomes would be similar.

Implications

Practical Implications

The research outcomes of this study show that WLB predicts job satisfaction for older African American men 55+. These findings may assist corporations and businesses with understanding how to better engage with a growing segment of their workforce, recognizing that WLB is an increasing concern that affects men of all ages, specifically older men (Boiarintseva & Richardson, 2019). Studies have indicated that a lack of balance can lead to increased stress and physical issues (Fanavoll et al., 2016). This

realization should motivate human resource communities to advocate for the

implementation of policies and programs that increases the awareness of WLB, such as

program/policy reviews with employees, education on the importance of balance, and

other such initiatives to help employees take advantage of organizational policies

(Rodríguez-Sánchez, et al., 2020). Lastly, since employees take their signals from their

leaders, corporate executives and managers can model good life balance and use WLB

programs themselves to help remove the stigma of many of these practices, allowing the

workforce to see value in finding balance. This can be achieved in numerous ways, such

as organizing mental-health breaks, personal development days, creating remote work at

an organizational-wide level, or by reducing the workweek to allow employees more time

to manage their non-work domain. WLB, based on this research and previous studies, is a

legitimate factor in achieving organizational goals and help improve employee retention,

job satisfaction, and employee engagement. Not leveraging WLB programming can have

a negative effect on the organization.

Social Change Implications

This research provides information about an untapped population in previous

research because it is the first study on WLB and job satisfaction for older (55+) African

American men, and it will contribute to the current body of work on the topic. Finding

balance in work and nonwork areas can lead to improved mental and physical health that

leads to a healthier, longer working, and more capable workforce (Raiden & Räisänen,

2013; Wepfer et al., 2018; Yoe, 2019). Further, WLB has become a labor relations topic

as it is connected to the health of the workplace (Sanchez-Hernandez et al., 2019). These

factors, healthier workers and a healthy workplace, will change societal views on what it means to be satisfied in one's job role and the definition of a positive work environment. On a national level, the business community at large should seek to be aware of how WLB is defined and leveraged for all genders, all working age groups, and all racial groups. Positive social change will happen as employers get a greater understanding of the importance of WLB and the benefits of implementing programs that help their workforce (Agarwal & Sajid, 2017). As employees find balance, organizations will likely witness higher morale, reduced turnover, and increased productivity.

Conclusion

The purpose of this quantitative study using linear regression analysis was to examine the gap in understanding of the relationship between WLB and job satisfaction for African American men (55+) and to determine if the degree to which this population exhibits WLB would predict their level of job satisfaction. The results for RQ1showed that WLB had a statistically significant relationship with job satisfaction for the sample. The results for RQ2 showed that WLB and age did not have a statistically significant relationship with job satisfaction. This finding highlighted that age is not a factor in how older African American men view WLB and job satisfaction. Therefore, the null hypothesis was not rejected. Similarly, the results for RQ3 showed that WLB and weekly hours worked did not have a statistically significant relationship with job satisfaction. Therefore, the null hypothesis was not rejected, indicating that WLB and the moderating effect of weekly hours worked did not predict job satisfaction.

The findings support WLB being gender- and age-neutral and affects how satisfied workers are with their employment. As WLB programs evolve to be leveraged by more workers, all ages and genders, the benefits will be realized at both an economic and productivity levels.

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Appendix A: Work-Life Balance Scale

I included Brough et al.'s (2014) Work-Life Balance Scale in the research

instrument.[1]

INSTRUCTIONS: When I reflect on my work and non-work activities (your regular activities outside of work such as family, friends, sports, study, etc.) over the past three months, I conclude that (circle the number to indicate your agreement):

	Strongly Disagree	Disagree	Neutral	Agree	Strong Agree
1. I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	1	2	3	4	5
2. I have difficulty balancing my work and non-work activities.	1	2	3	4	5
3. I feel that the balance between my work demands and non-work activities is currently about right.	1	2	3	4	5
4. Overall, I believe that my work and non-work life are balanced.	1	2	3	4	5

Note. Item 2 is reversed scored.

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[1] From *Work-Life Balance Scale* [Database record], by P. Brough, C. Timms, M. P. O'Driscoll, T. Kalliath, O.-L. Siu, C. Sit, and D. Lo, 2014, APA PsycTests (https://doi.org/10.1037/t61357-000). Copyright 2014 by Taylor & Francis.

Appendix B: Permission to Use the Work-Life Balance Scale

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Author: Paula Brough, , Carolyn Timms, et al

Publication: International Journal of Human Resource Management

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Appendix C: Generic Job Satisfaction Scale

I included MacDonald and MacIntyre's (1997) Generic Job Satisfaction Scale in

the research instrument.[2]

INSTRUCTIONS: For each statement, circle the number to indicate your degree of
agreement:

	Strongly Disagree	Disagree	Neutral	Agree	Strong Agree
1. I receive recognition for a job well done.	1	2	3	4	5
2. I feel close to the people at work.	1	2	3	4	5
3. I feel good about working for this company (school).	1	2	3	4	5
4. I feel secure about my job.	1	2	3	4	5
5. I believe management (administration) is concerned about me.	1	2	3	4	5
6. On the whole, I believe work is good for my physical health.	1	2	3	4	5
7. My wage (salary) is good.	1	2	3	4	5
8. All my talents and skills are used at work.	1	2	3	4	5
9. I get along with my supervisors (immediate heads).	1	2	3	4	5
10. I feel good about my job.	1	2	3	4	5

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[2] From "The Generic Job Satisfaction Scale: Scale Development and Its Correlates," by
S. MacDonald and P. MacIntyre, 1997, *Employee Assistance Quarterly, 13*(2), p. 16
(https://doi.org/10.1300/J022v13n02_01). Copyright 1997 by Taylor & Francis.

Appendix D: Permission to Use the Generic Job Satisfaction Scale

Appendix E: Work-Life Balance Scale Results

I currently have a good balance between the time I spend at work and the time I have available for non-work activities.

	N	%
1	2	1.5%
2	7	5.4%
3	27	20.8%
4	75	57.7%
5	16	12.3%
Missing	3	2.3%
Total	130	100.0%

I have difficulty balancing my work and non-work activities.

	N	%
1	17	13.1%
2	54	41.5%
3	29	22.3%
4	26	20.0%
5	3	2.3%
Missing	1	0.8%
Total	130	100.0%

I feel that the balance between my work demands and non-work activities is currently about right.

	N	%
1	3	2.3%
2	10	7.7%
3	32	24.6%
4	63	48.5%
5	22	16.9%

Overall, I believe that my work and non-work life are balanced.		
	N	%
1	2	1.5%
2	7	5.4%
3	29	22.3%
4	71	54.6%
5	21	16.2%

Appendix F: Generic Job Satisfaction Scale Results

I receive recognition for a job well done.

	N	%
1	2	1.5%
2	3	2.3%
3	21	16.2%
4	81	62.3%
5	23	17.7%
Total	130	100%

I feel close to the people at work.

	N	%
1	2	1.5%
2	6	4.6%
3	28	21.5%
4	61	46.9%
5	33	25.4%
Total	130	100%

I feel good about working for this company (school).

	N	%
1	3	2.3%
2	3	2.3%
3	28	21.5%
4	69	53.1%
5	26	20.0%
Missing	1	0.8%
Total	130	100.0%

I feel secure about my job.

	N	%
1	4	3.1%
2	4	3.1%
3	27	20.8%
4	62	47.7%
5	32	24.6%
Missing	1	0.8%
Total	130	100.0%

I believe management (administration) is concerned about me.

	N	%
1	2	1.5%
2	13	10.0%
3	27	20.8%
4	57	43.8%
5	31	23.8%
Total	130	100%

On the whole, I believe work is good for my physical health.

	N	%
1	1	0.8%
2	4	3.1%
3	22	16.9%
4	73	56.2%
5	30	23.1%
Total	130	100%

My wage (salary) is good.

	N	%
1	2	1.5%
2	14	10.8%
3	24	18.5%
4	50	38.5%
5	38	29.2%
Missing	2	1.5%
Total	130	100.0%

All my talents and skills are used at work.

	N	%
1	1	0.8%
2	10	7.7%
3	20	15.4%
4	68	52.3%
5	31	23.8%
Total	130	100.0%

I get along with my supervisors (immediate heads).

	N	%
1	2	1.5%
2	4	3.1%
3	19	14.6%
4	76	58.5%
5	28	21.5%
Missing	1	0.8%
Total	130	100.0%

I feel good about my job.

	N	%
1	3	2.3%
2	5	3.8%
3	22	16.9%
4	59	45.4%
5	41	31.5%
Total	130	100.0%