**Table 1. Means, Standard Deviations and Correlations of the Variables**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Variables** | **Mean** | **s.d.** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **13** |
| **1. Affective Commitment** | 3.791 | 0.812 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **2. Job-Related PWS1)** | 3.938 | 0.861 | 0.366 |  |  |  |  |  |  |  |  |  |  |  |  |
| **3. Pay Cut / Freeze** | 0.373 | 0.484 | -0.125 | -0.150 |  |  |  |  |  |  |  |  |  |  |  |
| **4. Work-to-Life Conflict** | 2.793 | 1.116 | -0.106 | -0.375 | 0.100 |  |  |  |  |  |  |  |  |  |  |
| **5. Life-to-Work Conflict** | 2.018 | 0.763 | -0.153 | -0.186 | 0.018 | 0.303 |  |  |  |  |  |  |  |  |  |
| **6. WLB2) Practices (Availability)** | 2.865 | 2.072 | 0.136 | 0.091 | 0.028 | -0.065 | -0.020 |  |  |  |  |  |  |  |  |
| **7. WLB2 ) Practices (Use)** | 0.816 | 0.957 | 0.107 | 0.040 | 0.056 | -0.026 | 0.030 | 0.465 |  |  |  |  |  |  |  |
| **8. Workplace Size** | 484.116 | 1201.255 | -0.017 | -0.015 | 0.006 | 0.004 | -0.012 | 0.059 | 0.043 |  |  |  |  |  |  |
| **9. Public Sector** | 0.514 | 0.500 | 0.009 | -0.031 | 0.203 | 0.001 | 0.021 | 0.198 | 0.199 | 0.118 |  |  |  |  |  |
| **10. Selective Hiring** | 0.738 | 0.439 | -0.006 | -0.024 | 0.047 | 0.014 | -0.006 | 0.097 | 0.078 | 0.110 | 0.192 |  |  |  |  |
| **11. Standard Induction Program** | 0.945 | 0.229 | -0.010 | -0.007 | -0.010 | 0.011 | 0.008 | -0.020 | -0.027 | 0.022 | 0.050 | 0.132 |  |  |  |
| **12. Team Based Work** | 0.932 | 0.251 | 0.008 | -0.004 | 0.046 | -0.015 | -0.005 | 0.073 | 0.066 | 0.095 | 0.155 | 0.177 | 0.115 |  |  |
| **13. Grievance Procedure** | 0.987 | 0.112 | 0.007 | -0.004 | 0.038 | 0.014 | -0.017 | 0.008 | 0.020 | 0.044 | 0.086 | 0.113 | 0.193 | 0.121 |  |
| **14. Merit or Pay by Result** | 0.426 | 0.494 | -0.020 | 0.008 | -0.053 | 0.006 | -0.012 | 0.027 | -0.017 | 0.084 | -0.224 | 0.048 | 0.025 | 0.045 | 0.027 |
| **15. Performance Appraisal** | 0.936 | 0.244 | 0.011 | -0.008 | 0.008 | -0.005 | -0.007 | 0.069 | 0.047 | 0.057 | 0.123 | 0.194 | 0.181 | 0.170 | 0.292 |
| **16. Internal Recruiting** | 0.979 | 0.143 | -0.005 | -0.013 | 0.027 | 0.029 | 0.013 | 0.010 | 0.019 | 0.045 | 0.115 | 0.142 | 0.123 | 0.122 | 0.179 |
| **17. Autonomy** | 3.068 | 0.736 | 0.331 | 0.205 | -0.021 | -0.106 | -0.091 | 0.197 | 0.169 | 0.003 | -0.030 | -0.032 | -0.042 | 0.012 | -0.006 |
| **18. Female** | 0.559 | 0.497 | 0.108 | 0.024 | -0.028 | -0.064 | -0.021 | 0.140 | 0.162 | 0.009 | 0.198 | 0.004 | 0.008 | 0.023 | 0.023 |
| **19. Married** | 0.695 | 0.460 | 0.050 | 0.013 | 0.054 | -0.002 | -0.003 | -0.005 | 0.074 | 0.026 | 0.041 | 0.015 | 0.013 | 0.018 | 0.018 |
| **20. Temporary Worker** | 0.054 | 0.226 | 0.024 | 0.052 | -0.076 | -0.026 | 0.007 | 0.020 | 0.035 | 0.018 | 0.060 | 0.001 | 0.002 | 0.002 | -0.024 |
| **21. Union Member** | 0.397 | 0.489 | -0.072 | -0.103 | 0.110 | 0.086 | 0.056 | 0.041 | 0.029 | 0.084 | 0.341 | 0.138 | 0.050 | 0.069 | 0.074 |
| **22. Work Hours** | 35.590 | 12.675 | 0.005 | -0.153 | 0.086 | 0.275 | -0.013 | -0.046 | -0.122 | 0.011 | -0.105 | 0.015 | -0.017 | 0.000 | 0.017 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Variables** | **14** | **15** | **16** | **17** | **18** | **19** | **20** | **21** |  |  |  |  |  |  |  |
| **15. Performance Appraisal** | 0.074 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **16. Internal Recruiting** | 0.016 | 0.143 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **17. Autonomy** | 0.015 | -0.012 | -0.023 |  |  |  |  |  |  |  |  |  |  |  |  |
| **18. Female** | -0.093 | 0.043 | 0.024 | 0.012 |  |  |  |  |  |  |  |  |  |  |  |
| **19. Married** | -0.023 | -0.003 | 0.004 | 0.065 | -0.036 |  |  |  |  |  |  |  |  |  |  |
| **20. Temporary Worker** | -0.015 | 0.006 | -0.012 | -0.010 | 0.013 | -0.056 |  |  |  |  |  |  |  |  |  |
| **21. Union Member** | -0.112 | 0.088 | 0.082 | -0.118 | -0.015 | 0.077 | -0.059 |  |  |  |  |  |  |  |  |
| **22. Work Hours** | 0.076 | -0.005 | -0.002 | 0.090 | -0.258 | 0.023 | -0.115 | 0.061 |  |  |  |  |  |  |  |

*N =* *13,139 (in 1,830 workplaces)*

*1) PWS: Psychological Well-Being*

*Note 1. Correlations with the absolute value of 0.018 or larger are significant at p < 0.05 level.*

*Note 2. Correlations are Pearson correlations (not accounting for multi-leveled nature).*

*Note 3. Industry, pay, age, number of children, education, occupation, and tenure related variables were omitted from the table.*

**Table 2. HLM Results Predicting Work-Life Conflict (Work-to-Life Conflict)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Variables** | | **Dependent variable: Work-to-Life Conflict (Standardized)** | | | | | |
| **Model**  **A1** | **Model**  **A2** | **Model**  **A3** | **Model**  **B1** | **Model**  **B2** | **Model**  **B3** |
|  | Constant | -0.088 | -0.110 | -0.113 | -0.146 | -0.167 | -0.169 |
| (0.141) | (0.141) | (0.142) | (0.141) | (0.141) | (0.141) |
| Independent variable | Pay Cut / Freeze (PCF) |  | 0.129\*\* | 0.137\*\* |  | 0.134\*\* | 0.146\*\* |
|  | (0.018) | (0.030) |  | (0.018) | (0.024) |
| Moderator | WLB Practices Availability (WA) | -0.035\*\* | -0.034\*\* | -0.033\*\* |  |  |  |
| (0.004) | (0.004) | (0.005) |  |  |  |
| WLB Practices Use (WU) |  |  |  | 0.002 | 0.003 | 0.007 |
|  |  |  | (0.009) | (0.009) | (0.011) |
| Moderating Effect | PCF \* WA |  |  | -0.003 |  |  |  |
|  |  | (0.008) |  |  |  |
| PCF \* WU |  |  |  |  |  | -0.014 |
|  |  |  |  |  | (0.018) |
| Controls | Individual-level controls | Y | Y | Y | Y | Y | Y |
| Organizational-level controls | Y | Y | Y | Y | Y | Y |
| Pseudo R2 (within) | | 0.072 | 0.074 | 0.074 | 0.070 | 0.072 | 0.072 |
| Pseudo R2 (between) | | 0.256 | 0.249 | 0.249 | 0.256 | 0.248 | 0.248 |
| Δ χ2 (df, Compared model) | |  | 49.205\*\* | 0.136 |  | 53.158\*\* | 0.593 |
|  | (1, A1) | (1, A2) |  | (1, B1) | (1, B2) |

*N = 13,139 (in 1,830 workplaces)*

*\*\* p < 0.01, \* p < 0.05, † p < 0.10*

*Note. Standard errors are shown in parentheses.*

**Table 3. HLM Results Predicting Work-Life Conflict (Life-to-Work Conflict)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Variables** | | **Dependent variable: Life-to-Work Conflict (Standardized)** | | | | | |
| **Model**  **C1** | **Model**  **C2** | **Model**  **C3** | **Model**  **D1** | **Model**  **D2** | **Model**  **D3** |
|  | Constant | 0.429\*\* | 0.422\*\* | 0.424\*\* | 0.422\*\* | 0.415\*\* | 0.415\*\* |
| (0.147) | (0.147) | (0.147) | (0.146) | (0.146) | (0.146) |
| Independent variable | Pay Cut / Freeze (PCF) |  | 0.039\* | 0.034 |  | 0.040\* | 0.042† |
|  | (0.019) | (0.031) |  | (0.019) | (0.025) |
| Moderator | WLB Practices Availability (WA) | -0.002 | -0.001 | -0.002 |  |  |  |
| (0.005) | (0.005) | (0.006) |  |  |  |
| WLB Practices Use (WU) |  |  |  | 0.047\*\* | 0.048\*\* | 0.048\*\* |
|  |  |  | (0.010) | (0.010) | (0.012) |
| Moderating Effect | PCF \* WA |  |  | 0.002 |  |  |  |
|  |  | (0.009) |  |  |  |
| PCF \* WU |  |  |  |  |  | -0.002 |
|  |  |  |  |  | (0.019) |
| Controls | Individual-level controls | Y | Y | Y | Y | Y | Y |
| Organizational-level controls | Y | Y | Y | Y | Y | Y |
| Pseudo R2 (within) | | 0.011 | 0.011 | 0.011 | 0.012 | 0.012 | 0.012 |
| Pseudo R2 (between) | | 0.260 | 0.242 | 0.241 | 0.270 | 0.251 | 0.251 |
| Δ χ2 (df, Compared model) | |  | 4.008\* | 0.040 |  | 4.247\* | 0.011 |
|  | (1, C2) | (1, C3) |  | (1, D1) | (1, D2) |

*N = 13,139 (in 1,830 workplaces)*

*\*\* p < 0.01, \* p < 0.05, † p < 0.10*

*Note. Standard errors are shown in parentheses.*

**Table 4. HLM Results Predicting Employee Morale (Affective Commitment)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Variables** | | **Dependent variable: Affective Commitment (Standardized)** | | | | | | | |
| **Model E1** | **Model E2** | **Model E3** | **Model E4** | **Model F1** | **Model F2** | **Model F3** | **Model F4** |
|  | Constant | -1.028\*\* | -0.992\*\* | -0.0958\*\* | -0.958\*\* | -0.966\*\* | -0.932\*\* | -0.902\*\* | -0.909\*\* |
| (0.146) | (0.144) | (0.143) | (0.143) | (0.146) | (0.145) | (0.143) | (0.143) |
| Independent variable | Pay Cut / Freeze (PCF) |  | -0.226\*\* | -0.214\*\* | -0.214\*\* |  | -0.232\*\* | -0.218\*\* | -0.218\*\* |
|  | (0.018) | (0.018) | (0.018) |  | (0.018) | (0.018) | (-0.018) |
| Mediators | Work-to-Life Conflict (WLC)1) |  |  | -0.052\*\* | -0.060\*\* |  |  | -0.057\*\* | -0.074\*\* |
|  |  | (0.009) | (0.014) |  |  | (0.009) | (0.011) |
| Life-to-Work Conflict (LWC)1) |  |  | -0.103\*\* | -0.124\*\* |  |  | -0.103\*\* | -0.102\*\* |
|  |  | (0.008) | (0.014) |  |  | (0.008) | (0.011) |
| Moderator | WLB Practices Availability (WA) | 0.041\*\* | 0.039\*\* | 0.037\*\* | 0.037\*\* |  |  |  |  |
| (0.004) | (0.004) | (0.004) | (0.004) |  |  |  |  |
| WLB Practices Use (WU) |  |  |  |  | 0.041\*\* | 0.040\*\* | 0.045\*\* | 0.045\*\* |
|  |  |  |  | (0.009) | (0.009) | (0.009) | (0.009) |
| Moderating Effect | WLC \* WA |  |  |  | 0.003 |  |  |  |  |
|  |  |  | (0.004) |  |  |  |  |
| LWC \* WA |  |  |  | 0.007† |  |  |  |  |
|  |  |  | (0.004) |  |  |  |  |
| WLC \* WU |  |  |  |  |  |  |  | 0.021\* |
|  |  |  |  |  |  |  | (0.008) |
| LWC \* WU |  |  |  |  |  |  |  | -0.002 |
|  |  |  |  |  |  |  | (0.008) |
| Controls | Individual-level controls | Y | Y | Y | Y | Y | Y | Y | Y |
| Organizational-level controls | Y | Y | Y | Y | Y | Y | Y | Y |
| Pseudo R2 (within) | | 0.065 | 0.070 | 0.080 | 0.080 | 0.063 | 0.068 | 0.078 | 0.078 |
| Pseudo R2 (between) | | 0.256 | 0.269 | 0.274 | 0.274 | 0.253 | 0.267 | 0.271 | 0.271 |
| Δ χ2 (df, Compared model) | |  | 156.740\*\* | 265.320\*\* | 5.291† |  | 163.610\*\* | 278.263\*\* | 6.600\* |
|  | (1, E1) | (2, E2) | (2, E3) |  | (1, F1) | (2, F2) | (2, F3) |

*N = 13,139 (in 1,830 workplaces)*

*\*\* p < 0.01, \* p < 0.05, † p < 0.10*

*Note. Standard errors are shown in parentheses*

*1) These variables were standardized.*

**Table 5. HLM Results Predicting Employee Morale (Job Related Psychological Well-Being)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Variables** | | **Dependent variable: Job-Related Psychological Well-Being (Standardized)** | | | | | | | |
| **Model G1** | **Model G2** | **Model G3** | **Model G4** | **Model H1** | **Model H2** | **Model H3** | **Model H4** |
|  | Constant | -0.469\*\* | -0.431\*\* | -0.429\*\* | -0.431\*\* | -0.397\*\* | -0.361\* | -0.377\*\* | -0.386\*\* |
| (0.146) | (0.145) | (0.137) | (0.137) | (0.147) | (0.146) | (0.137) | (0.137) |
| Independent variable | Pay Cut / Freeze (PCF) |  | -0.226\*\* | -0.184\*\* | -0.184\*\* |  | -0.232\*\* | -0.189\*\* | -0.188\*\* |
|  | (0.019) | (0.018) | (0.018) |  | (0.019) | (0.018) | (0.018) |
| Mediators | Work-to-Life Conflict (WLC)1) |  |  | -0.290\*\* | -0.314\*\* |  |  | -0.295\*\* | -0.317\*\* |
|  |  | (0.009) | (0.014) |  |  | (0.009) | (0.011) |
| Life-to-Work Conflict (LWC)1) |  |  | -0.081\*\* | -0.095\*\* |  |  | -0.080\*\* | -0.083\*\* |
|  |  | (0.008) | (0.014) |  |  | (0.008) | (0.011) |
| Moderator | WLB Practices Availability (WA) | 0.044\*\* | 0.042\*\* | 0.032\*\* | 0.032\*\* |  |  |  |  |
| (0.004) | (0.004) | (0.004) | (0.004) |  |  |  |  |
| WLB Practices Use (WU) |  |  |  |  | 0.009 | 0.008 | 0.011 | 0.011 |
|  |  |  |  | (0.010) | (0.009) | (0.009) | (0.009) |
| Moderating Effect | WLC \* WA |  |  |  | 0.008\* |  |  |  |  |
|  |  |  | (0.004) |  |  |  |  |
| LWC \* WA |  |  |  | 0.005 |  |  |  |  |
|  |  |  | (0.004) |  |  |  |  |
| WLC \* WU |  |  |  |  |  |  |  | 0.028\*\* |
|  |  |  |  |  |  |  | (0.009) |
| LWC \* WU |  |  |  |  |  |  |  | 0.003 |
|  |  |  |  |  |  |  | (0.008) |
| Controls | Individual-level controls | Y | Y | Y | Y | Y | Y | Y | Y |
| Organizational-level controls | Y | Y | Y | Y | Y | Y | Y | Y |
| Pseudo R2 (within) | | 0.049 | 0.054 | 0.102 | 0.102 | 0.045 | 0.050 | 0.100 | 0.100 |
| Pseudo R2 (between) | | 0.178 | 0.199 | 0.283 | 0.285 | 0.179 | 0.199 | 0.283 | 0.282 |
| Δ χ2 (df, Compared model) | |  | 143.456\*\* | 1,430.784\*\* | 8.367\* |  | 153.942\*\* | 1,464.900\*\* | 12.140\*\* |
|  | (1, G1) | (2, G2) | (2, G3) |  | (1, H1) | (2, H2) | (2, H3) |

*N = 13,139 (in 1,830 workplaces)*

*\*\* p < 0.01, \* p < 0.05, † p < 0.10*

*Note. Standard errors are shown in parentheses*

*1) These variables were standardized.*

**Table 6. Indirect Effect Comparison by the Number of Usage and Availability of Work-Life Balancing Practices**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Path** | **# of WLB1)**  **Practice Usage** | **# of WLB1)**  **Practice Availability** | **Indirect Effect** | **Comparison** | **HLM models used**  **for calculation** |
| **Pay Cut / Freeze à Work-to-Life Conflict**  **à Affective Commitment** | 0 |  | -0.010\*\* |  | B2 and F4 |
| 2 |  | -0.004\* | The negative indirect effect  reduced by 60 percent  compared to when an individual  does not use WLB practices at all |
| **Pay Cut / Freeze à Work-to-Life Conflict**  **à Job-Related Psychological Well-Being** |  | 0 | -0.041\*\* |  | A2 and G4 |
|  | 2 | -0.038\*\* | The negative indirect effect  reduced by 7 percent  compared to when WLB practices are not available at all |
| 0 |  | -0.042\*\* |  | B2 and H4 |
| 2 |  | -0.035\*\* | The negative indirect effect  reduced by 17 percent  compared to when an individual  does not use WLB practices at all |

*1) WLB: Work-Life-Balancing*

*Note 1. 20.0 percent of the employees in the final sample responded that they use two or more work-life-balancing practices listed in the survey.*

*Note 2. 68.9 percent of the employees in the final sample responded that two or more work-life-balancing practices listed in the survey are available to them.*