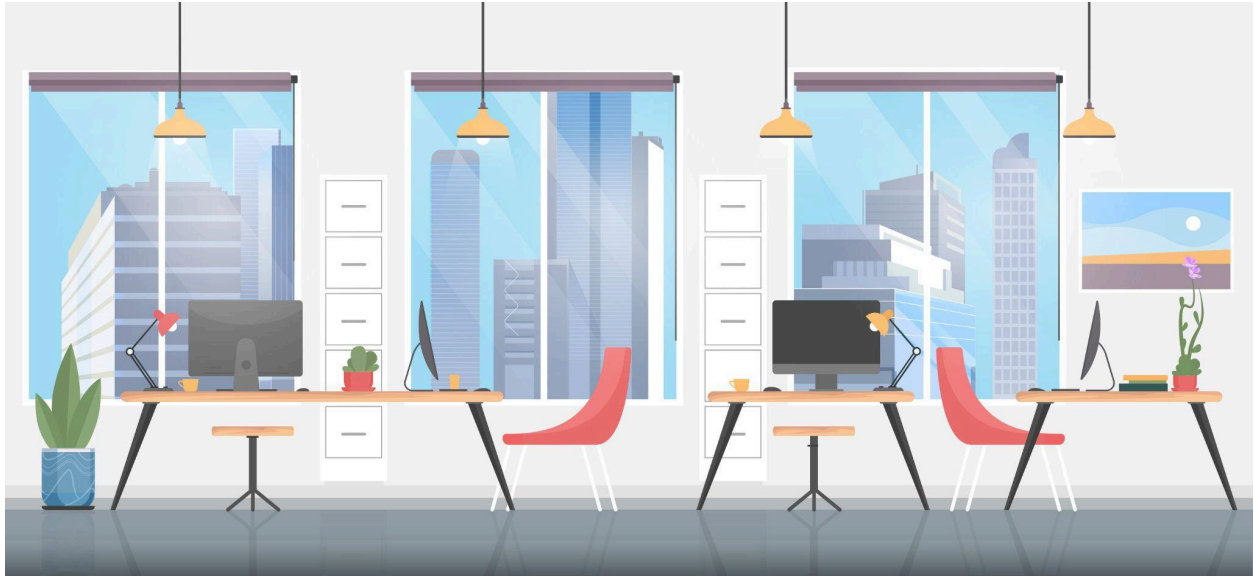


What Factors Impact Overall Happiness in the Workplace



San Diego State University

Marketing 470 - 01 Group #7

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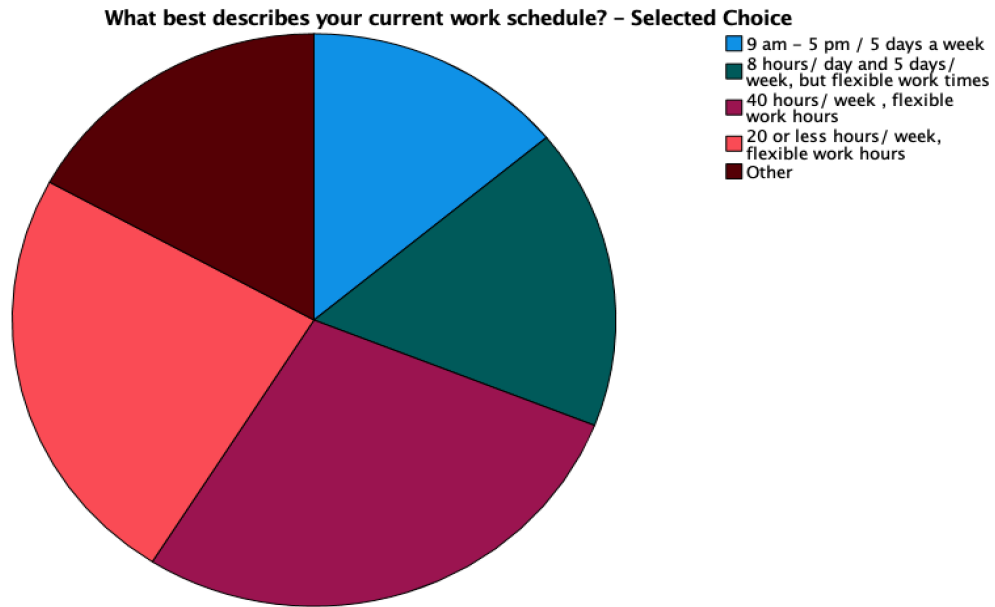
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Figure 1.1 Respondents' Work Schedule

This pie chart shows the different amounts that respondents answered corresponding to the current work schedule that best describes their situation. (p.12)



Executive Summary

In this report, we sought to understand what type of working environment would lead to greater overall happiness in individuals. In order to dive deeper into this topic, we did extensive research on different working styles within the US as well as other countries. We also researched how COVID-19 may have affected the way individuals view working and how working from home may affect the way individuals choose to work going forward.

After gathering our research, we constructed a 16-question survey to better understand individuals' demographics, attitudes towards working, and their current levels of satisfaction and happiness at their current jobs. Our research questions targeted asking about different work style preferences such as working completely in person, working completely online, or having a hybrid work style. We also asked individuals about their current work type status such as part-time, full time or unemployed, as well as their education level. We also incorporated questions asking about individuals' current levels of happiness and whether or not they are satisfied working at their current job or satisfied with the current amount of money they make.

We ran multiple extensive SPSS analysis to include: descriptive (for the mean, standard deviation, and frequency), associative (bivariate correlation), differences (one-way anova), and predictive (simple regression).

From the data results, we conclude that there is a weak positive correlation between age and happiness. The older a person is, the somewhat happier they are likely to be at their job. We also found a weak positive relationship between the older you are and the less likely you are to leave your current job. The rest of our research questions involving: pay in monetary form, education level, and work schedule, all have inconclusive effects on happiness. This means there is no clear pay level, level of education, or work schedule that has a greater effect on one's happiness.

Introduction

Problem Statement and Research Questions

We are living in a society where the idea of waking up every day and going to work from “9 to 5” for the next 40 to 50 years of our lives is completely normalized. For many people, the corporate work life is all they have known and many prioritize this illogical work style over their own personal well-being, mental health, and happiness. According to a peer-reviewed study published by the American Psychological Association on the impacts of daily moods and work hours on self-reported health behaviors, in which “The results indicate that the daily variations in moods and work hours were the main predictors of daily health behaviors.”

We want to further investigate the different lives of individuals who have experienced working in different types of environments to see what can contribute to the livelihood of one’s life and their overall happiness. In hopes of answering that question, we will investigate: *What factors impact overall happiness in the workplace?*

Specification of the Research Objectives

Our research objective is to collect self-reported happiness levels from those working conventional jobs and alternatively those working flexible jobs with less demanding schedules. Utilizing these responses we will then determine if there is a significant correlation between specific factors and the impact on levels of happiness within the workplace. This will allow us to determine an ideal work environment and schedule that would be beneficial for many individuals.

Proposed Research Methods

We plan on using primary data in the form of surveying through Qualtrics as our collection of primary data. We are also planning on reviewing and using secondary data; European nations’ level of happiness, individuals who work a hybrid work model, and more.

Action Standard

Our action standards are to determine the work style with the greatest impact on a person's self-reported happiness levels and recommend that work style be implemented across

corporations. We plan to show the realities of the conventional work week and alternative work hours and their effect on human happiness levels.

Research Time Table and Budget Estimates

Our goal is to design our survey and conduct secondary research starting the week of September 26th, and our Final Report will be presented during the first week of December. Our total budget estimate will be around \$20 to cover incentives for people to take our surveys. We will do a random drawing of the individuals that participated and then we will select two lucky individuals to receive \$10 gift cards, thus amounting to a total budget cost of \$20.

Secondary Research

How Work Affects Happiness

Before diving into what work style has the greatest effect on happiness, we must determine if there is a relationship between our happiness and “work” in general. A study conducted by Cynthia Fisher on happiness at work states, “In the workplace, happiness is influenced by both short-lived events and chronic conditions in the task, job, and organization. It is also influenced by stable attributes of individuals such as personality, as well as the fit between what the job/organization provides and the individual's expectations, needs, and preferences” (Fisher, 2010). This study ensures that there is a connection between the hours we spend working and our happiness associated with that work. This effect will play a crucial role in determining a person's happiness outside of work and then the happiness associated with working.

Happiness is subjective in many senses as there is no universal scale. Two broad types of happiness exist, hedonic and eudaimonic, “Conventional wisdom suggests that hedonic happiness, conceptualized as the mere pursuit of pleasurable experiences, is unsustainable over the long term in the absence of eudaimonic well-being. When hedonic and eudaimonic aspects of well-being are both measured, they are found to be reasonably strongly correlated”(Fisher, 2010). We intend to explore hedonic happiness and project those results onto eudaimonic happiness. This will give us a good understanding of the immediate happiness felt within a person's work environment.

Issues in a Conventional Workplace

In recent years, conventional workers have been exposed to various changes in the workplace that could help them to do a better job but have been affecting their performance and even personal life as well. An example of this situation is people who are involved in managerial work. Managers from an international study “reported a litany of complaints about contemporary work and employment [such as] intensification of work, longer working days, restricted career prospects and deteriorating work-life balance”(Foster, Hassard, Morris, Wolfram, 2019). During this study conducted by Hassard and other researchers, managers had a more positive tone when asked about their own job, therefore they realized that they actually enjoyed doing what they do but not under those circumstances (Foster, Hassard, Morris, Wolfram, 2019).

With the increasing technological advancement, a greater number of companies have been incorporating different devices to make work easier and faster. Smartphones, laptops, tablets, and others, allow them to work from different places which have created a feeling of necessity in the worker to constantly check on work-related emails, updates, etc. For instance, “Managers often report a ‘need’ to be working with the aid of digital devices, whether that be in the workplace or so-called ‘third places, such as cafes, parks or trains”(Foster, Hassard, Morris, Wolfram, 2019). However, for some workers, these devices have negatively impacted their social and personal life by extending their job’s responsibilities outside regular working hours.

Pandemic Effects on Work-Life

During the last year and a half, the effects of Covid-19 on the workplace have already created huge shifts in how people work and what type of work style they prefer. These changes probably will be one of the lasting impacts of this pandemic, resulting in less crowded offices and more Zoom meetings instead of the physical kind. One of the largest changes that has occurred is the consensus of workers, that 90% of people feel as though they were able to do their jobs just as effectively if not more while being physically distanced from their jobs. (Gaskell, 2021)

During the beginning of the pandemic, many people were incredibly terrified and nervous to embrace this radical change, going from a social office setting to a more isolated work space at home. People had frustrations, fears, and technological difficulties to overcome rapidly as life had been so radically altered over such a short period. Now that mostly everyone has had the

time to get acquainted with working remotely, people are once again reluctant to change their norms and go back to their old ways. There are many advantages and perks of being able to work remotely; one of those reasons being that the commute to work is non-existent. This allows people to have a less stressful start to their day by not having to rush to an office or deal with traffic, therefore individuals can ease into their workday. This allows workers to have a slower start to their day, instead of coming into work with the anxiety from the traffic over there. In addition to this, another massive advantage of working from home is that people are able to be with their family, loved ones, and pets more often. This allows people to be more attentive to their loved ones at the end of their workday, and can save parents time on commuting from work to school to home to various other activities for their children. Parents now have more time to pick up their children from school or daycare, get them to sports or club practices, go grocery shopping, and more. There are a few downsides of working from home that people have reported, one is feeling less connected to their coworkers and their goals of the office (Gaskell, 2021) This shows that while some people enjoy many aspects of working from home, there are others that miss interacting with their coworkers and actually being in an office. Office bosses do not like remote work with over 72% of managers preferring all their employees to be located in the office physically (Savage, 2021).

Due to the massive advantages as well as some of the tradeoffs, there is a compromise called hybrid working. This is where employees would work from home some days and in the office other days. 76% of workers have responded that they would stay with their employees longer and quit less if they were given more flexibility in having the ability to work from home occasionally (Simovic, 2021). Some people agreed they might even take a pay cut in order to keep their hybrid work schedules, which clearly shows how much people want to go forward with more flexibility in how they work. Happy employees are key in high-performing companies and investing in your labor force's happiness is usually one of the best steps on building a sustainable competitive advantage with a talented workforce. This is shown in companies such as Trader Joe's, REI, and countless others that invest heavily in their employees' happiness to help increase sales and to ensure that well-trained workers stay longer. Smart employers will choose what works best for their employees, which is why we are recommending a hybrid work model for 9 to 5 jobs when available as it is shown to boost employees' happiness and duration of working

on the job. A hybrid work model is preferred by 73% of employees, showcasing that people want to still be in the office some days but would like to enjoy the perks of being away from others (Apollo Technical, 2021). Many workers prefer this to being in the office full time or working remotely, showcasing that compromise between these two ways of working is the best alternative. With employees having more leverage as most firms are not as fully employed, this would be a good way to entice your workforce to stay and to help build a better team along the way.

Comparing Work Culture and Work Ethic

When discussing the effect that conventional jobs vs flexible jobs have on an individual's happiness, it is imperative to consider that happiness is a subjective emotion. These types of emotions are dependent on various variables, such as work ethic and culture. These vary substantially from society to society. For instance, Japan is known to have a very demanding work culture, compared to other western countries. This is also reflected in the workers' attitude towards working and their overall work ethic. Unhappiness in the workplace can be due to massive pressure, long working hours, and not enough work-life balance. Even suicide is very common throughout Japan due to people becoming overworked. This type of work environment has earned its own definition in the dictionary – Karoshi (Kanai, 2009). Karoshi is a commonly known problem in Japan, starting in the early 1980s, and can be translated to “Work to Death.” It is defined as a “condition of being permanently unable to work or dead due to attacking ischemic heart disease [...] because inherent health problems such as hypertension and arteriosclerosis are deteriorated by excessive work overload” (Hosokawa, 1982) Karoshi is only one consequence of long work hours, as is Workaholism, and a deteriorating work-life-family balance. All of these factors from a working environment could lead to unhappiness in one's own personal life. This problem is nothing new and has been systemically rooted in the Japanese work ethic and culture. Japanese workers are described as more willing to work than their American counterparts, while the Japanese describe American and British workers as “uncooperative, adversarial and generally unwilling to work”(Kanai, 2009). The Japanese worker's attitude focuses on attention to detail, obedience, punctuality, and very few complaints. Japanese workers tend to start their workday early and stay late. Furthermore Japanese workers “are willingly dependent upon the company and fully accept the view that they could not exist without it”(Kanai, 2009). This is an entirely

different approach from American workers, who tend to change employers more frequently and who prefer to have a work-life balance.

Employees in the US should be at liberty to voice their concerns in a democratized workplace. The labor market has changed over time in the US, where employers pride themselves in competing for the most talented young job candidates. Companies achieve this by offering financial incentives and comprehensive benefits. (Snell, 2019) Japan, in comparison, can be seen as an extreme example of the pros and cons of a corporate job style and may lead to a reflection upon the American work culture and work ethic, and how this can affect the subjective level of happiness in a working environment. Although Karoshi is an extreme example of unhappiness in the working environment, it may lead employees to reevaluate their decisions when choosing their job and the working schedule it entails.

Survey Research Methodology

Research Method

Our group will utilize the computer-assisted survey method through Qualtrics to gauge our respondents' type of work schedule, ideal work-life, and self-reported happiness associated with their current work. We will use a convenience sample to target respondents who are currently in college, already graduated, or not a college graduate as well as those who may work part-time, full time or are not employed. This will enable us to better understand if there is a type of work or attribute that greatly impacts a person's happiness. Utilizing skip logic, if a respondent is unemployed they will be skipped to the end of the survey. We will also be accepting responses from all ages, genders, and locations as to not limit our study to any bias by any working group. We expect to collect 100+ responses to give a broad sample range of the working population.

Data Collection Plan

The programs we will be using are Qualtrics and SPSS. The format of our survey will be very straightforward and clear and not contain any biased or loaded questions. Respondents will answer a variety of multiple-choice, select all that apply, dichotomous, Likert scale, and text box questions. We will use a pluralistic approach and collect a range of nominal to ratio level data. The results from the survey will provide us with valuable insight as to what type of working conditions may offer the best environment for someone's overall happiness. As Well as any attributes that affect a person's self-reported work-life happiness. Based on the results of the survey, we will use SPSS to analyze the data from Qualtrics and uncover new insights about our study.

Data Analysis Results

We recorded roughly 175 responses, of those we kept 136 to be used for analysis. The respondents we removed were mostly due to nonresponse and incomplete survey results. Broken down by gender we received 71 identifying as male, 60 identifying as female, 2 identifying as nonbinary, and 3 nonresponses. Out of the 136 respondents, 122 reported their age. With a mean age of 34.8 and a standard deviation of 15.57, our sample has a good representation of the working population (*Figure 2.1*). Although a great majority of the respondents are in their 20s, the sample reflects a broad range from 21 to 74.

Research Question 1: Does one type of work schedule affect a person's overall happiness more?

Descriptive Analysis: Work Schedule

100 out of 136 participants of our survey accurately answered the question concerning their current work schedule, selecting one of the already given alternatives. The smallest number of participants works a traditional 9-5 job with 10.3%. The majority of participants work 40 hour work weeks with flexible work hours (20.6%). 17.6% of the participants in our sample work 20 hours or less, while 12.5% of participants have an 8 hour workday, 5 times a week but with flexible working hours. 12.5% of participants replied with "other".

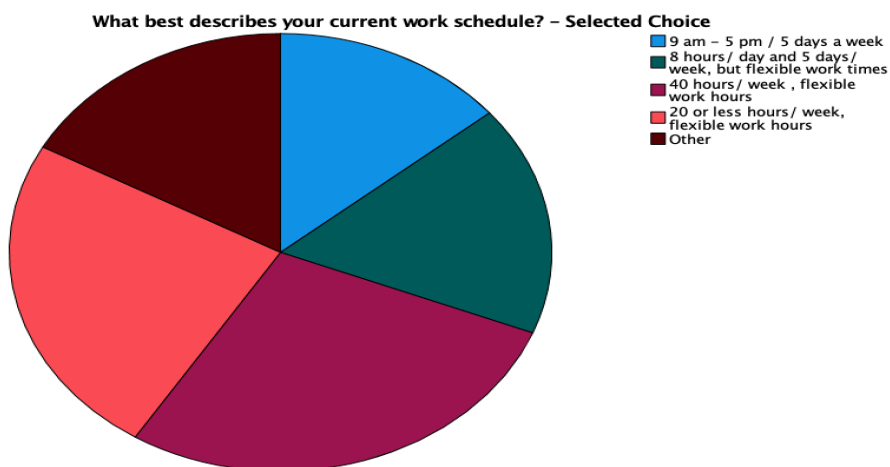


Figure 1.1 Respondents' Work Schedule

Associative Analysis: Work Schedule

After running a correlation analysis between the current work schedule and happiness no significant correlation can be found. The p-value, in this case, is .771. If the correlation were significant, it would be a weak negative correlation, referring to the Pearson correlation coefficient of -.030.

Predictive Analysis: Work Schedule

As already mentioned above, no statistically significant effect of the work schedule on happiness can be found. This is confirmed after running a simple regression analysis, which reveals no statistically significant influence (p-value = .771). If the effect were significant, the impact would be slightly negative ($\beta = -.30$).

Work Schedule Conclusion

After engaging in several statistical analyses, it can be concluded that the work schedule does not have such a significant effect on happiness in the working environment as one might expect. This contradicts many preconceived notions of the working environment and is an interesting aspect to consider when thinking about happiness in the workplace.

Research Question 2. Does a person's age have an effect on their happiness and current working environments?

Associative Analysis: Age and Workplace Happiness

We ran correlation analysis and found that there is a significant relationship between age and workplace happiness (p-value < .001). Referring to the Pearson Correlation of .325 we see that there is a weak positive correlation (*Figure 2.2, Figure 2.3*). This tells us that there is a weak relationship between the older you are and the happier you are at your job.

Difference Analysis: Age and Workplace Happiness

One-Way Anova shows a significant relationship between age groups and their workplace happiness levels seen by (p-value<.001). Those that reported they were "Extremely Happy" are

significantly older at 46.32 than any of the other groups that reported lower levels of happiness at a mean age of 31.29 (*Figure 2.4*).

Predictive Analysis: Age and Workplace Happiness

Running a simple regression between age and workplace happiness returns a ($p\text{-value} < .001$) signifying a significant relationship. The beta of .325 tells us that age is a weak positive predictor of happiness (*Figure 2.5*). With a R^2 of .103 age makes up 10.3% of the factors that influence happiness.

Age and Workplace Happiness Conclusion

Although the relationship between age and happiness is relatively weak, we can conclude that those who are older (mean 46.32) are happier at their jobs than those who are younger (mean 31.29). This conclusion is backed up by one-way ANOVA, correlation analysis, and simple regression tests based on our sample of 136 respondents.

Research Question 3: Is there a relationship between Level of Education and Happiness?

Descriptive Analysis: Level of Education

From the questionnaire we pulled that 46 respondents out of 136 answered the question on “level of education achieved”, 23 out of 46 have an Associate’s degree, which makes them the majority; 17 respondents have obtained their Bachelor’s degree, and 2 respondents have a Master’s degree.

Regression Analysis: Level of Education and Happiness Level at Current Job

We ran an analysis to test the relationship between respondent’s happiness level at their current job and their level of education but we found that the test was not statistically significant, because the significance value is .443 which is greater than 0.05. Meaning that there is no relationship between both variables. (*Figure 5.5*)

Regression Analysis: Level of Education and Current Salary Satisfaction Level

We also ran a regression analysis to test the relationship between level of education and current salary satisfaction, and it came back statistically insignificant because the p value is 0.877, greater than 0.05. From these tests we cannot conclude that your level of education will not make you more satisfied with your salary.

Regression Analysis and Chi2: Level of Education and Ideal Working Condition

After running the test and doing the analysis we found that the relationship between these two variables, level of education and ideal working condition(remote/in person) is not statistically significant either because the P value is greater than 0.05. This makes us reject the null hypothesis that there is a relationship between the variables.

Conclusion

After running the analysis and analyzing data, we can conclude that only a little over one third of the respondents are college educated. But we could not prove a relationship between education level, happiness level at your current job, salary satisfaction level, and ideal working condition.

Research Question 4: Does the amount of money a person makes affect their level of happiness?

Descriptive Analysis: Money Satisfaction

114 out of 136 respondents answered our question about their satisfaction with how much money they make. When evaluating the responses to this question, we found that 29.4% of the respondents are satisfied with their wage, this was the most frequent answer as well (*Figure 5.1*).

Differences Analysis: Money and Happiness

By running a Paired Samples T-test, we found that there is a significant average difference ($p\text{-value} < .023$) between the level of happiness at the current job and the level of satisfaction with how much money a person is making currently (*Figure 5.2*). We also found that the average agreement with the statement “How happy are you at your current job?” ($M = 3.81$) is higher

than the average agreement with “How satisfied are you with how much money you currently make?” ($M = 3.39$) (*Figure 5.3*).

Associative Analysis: Money and Happiness

In order to know if there was a correlation between money and happiness among the people who answered the questions related to these topics, we ran a Correlation Analysis. The results show that there is no significant association ($p\text{-value} > .970$) between how satisfied a person is with the amount of money they currently make and how happy they are at their current job (*Figure 5.4*).

Conclusion

After observing the data and noticing that 40 out of 114 people who answered the question “How satisfied are you with how much money you currently make?” considered themselves satisfied, we wanted to know if it had an effect on people’s level of happiness at work. We first found that there was a significant average difference between the two variables through a Paired Samples T-test. To reassure that there was a difference, we conducted a Correlation Analysis, which confirmed that there was no significant association. Most people would assume that a higher paying job would make a person happier but based on the analyses we conclude that more money does not make a person happier.

Research Question 5: Does a person’s age have an effect on the likelihood they are to leave a job?

We first ran an analysis with age and the factor of “likelihood to leave a job for more flexibility but less pay”. Then after we got our answer we ran another analysis, this time between age and “likelihood to leave a job for less flexibility but more pay”, to determine if younger people were more interested in flexibility rather than pay or if older people were less likely to leave jobs entirely.

Descriptive Analysis

We determined that age might be a good indicator of whether someone is likely to leave their job. Over 120 respondents answered their age and our mean and standard deviation were fairly

proportional and not too skewed, reflecting this is a good sample size in regards to age; with a range of 17 to 71. The mean is low because of the large amount of 20 year

Associative Analysis

The variables we used were “Age” and “Likelihood of leaving a job for lower pay but more flexibility” for the first one and “Age” and “Likelihood of leaving a job for higher pay but less flexibility” for the second analysis.

We ran correlation tests; (analyze-correlate-bivariate) between “Age” and “How likely you were to leave a job for one with lower pay but more flexibility”, and the result showed us there was a correlation between these two. This is because the significance value was 0.04, which indicates this age is a significant value in determining “How likely you were to leave a job for one with lower pay but more flexibility” because the P value was less than 0.05.(Figure 3.1)

We ran another correlation test between factors of “Age” and “Likelihood of leaving a job for higher pay but less flexibility”. We ran a correlation test (analyze-correlate-bivariate) between these variables and they were shown to have a significant relationship, with the significance value being less than 0.01. This indicates that age is a significant factor in determining if someone will leave a job for higher pay but less flexibility. (Figure 3.3)

Predictive Analysis

Age is a predictor of how likely someone is to leave a job for lower pay but more flexibility, but we wanted to know to what extent. We ran a linear regression test and found that “Age” impacts “How likely you are to leave a job for more flexibility but less pay” by 4.1%. This regression factor is shown by the factor “Regression Square or R2”, showing that this relationship is a weak relationship and that it is negative shown by the beta being negative 0.203, indicating a negative relationship. (Figure 3.2)

We ran a regression analysis to test how strong of a relationship “Age” and the “Likelihood of leaving a job for higher pay but less flexibility” and which way it indicates. The R2/ Regression

Squares gives a value of 18.1, indicating that age has a weak relationship with how likely you are to leave your job for higher pay but less flexibility. Since the beta is -0.426, this relationship is negative and indicates that these two factors have a weak negative relationship. (Figure 3.4 and 3.5)

Conclusion

Both of these regression analyses have a weak negative relationship, but showcased that older people were less likely to leave jobs in general and if they were going to leave would rather have more flexibility in their scheduling than higher pay. We ran the first test but decided we did not want to make an assumption such as younger people value a flexible work schedule more or older people value salary more, so we ran the second analysis and found that old people are just less likely to quit their jobs in general. We made an assumption about how people who are older needed more money due to bigger expenses including family, or how younger people wanted more flexible scheduling but it turns out you are just less likely to quit jobs when you are older despite pay and flexibility. This conclusion came from doing multiple analysis and shows why casting doubt on assumptions is a good idea in marketing research.

Conclusion

Our research provides insight on work schedule, age, money, and education levels' effects on happiness, as well as the effects of age on an individual's likelihood to leave their current job. After conducting SPSS analyses, we found that there is a weak positive correlation between age and happiness. The older you are, the somewhat happier you are likely to be. The following attributes such as pay in monetary form, education level, and work schedule; all have inconclusive effects on happiness. This means there is no clear pay level, level of education, or work schedule that is better than any other. Lastly, we found that there is a weak positive relationship between the older you are and the less likely you are to leave your current job.

Recommendations

After analyzing all our data, we can recommend that employers give their employees flexibility in deciding their work hours. Since our analysis shows no connection between happiness and work schedule, each person is different and in order to optimize happiness should be given autonomy in deciding work hours. Furthermore, employers should focus on making employees happy and then build on those benefits with salary. Lastly, when evaluating potential employees, the level of education should not be used as a deciding factor to determine if an employee will be happy. Utilizing these recommendations an employer can create a conclusive environment to foster a happy workplace.

Limitations

Our main limitations were due to our sample being disproportionately younger with 50% of respondents reporting they are in their twenties. The sheer number of younger respondents could skew our data to show they are more unhappy with their jobs for a variety of reasons: working part-time, disproportionate representation, not having the experience to work an ideal dream job yet, and so on. We also distributed our survey to many of our peers and professors at SDSU, so our data is not representative of the population as a whole. Distributing our survey across other college campuses may have helped us obtain a better understanding of our demographic. If we were able to get more white-collar office workers, who understand more the pros and cons of

working traditionally 40 hour work weeks, however, we are still in school and do not have these connections yet.

A variety of these factors could greatly influence our results. Having an equal sample and recording happiness over a period of time would produce more representative data of the correlation between age and happiness within the workplace. However, overall we do feel that we have a great amount of detailed data from our 136 respondents to create a reliable and significant analysis.

Another limitation we found with our data was that only 33.8% of our sample, or 46 people, had responded with their level of education. This indicates that the majority of our sample had left out their level of education from our survey entirely.

We believe we faced these limitations because for one of our survey questions we asked respondents what level of education they have completed, but we only had four options: Associates, Bachelors, Masters, and P.H.D. To include a wider range of respondents we should have also put an answer option that said “Degree in Progress” for those that are currently still completing a degree. In doing so, this might have given us a more accurate representation for the level of education in our sample.

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Appendix - Qualtrics Survey

Work Life Survey

Survey Flow

Block: Introduction (18 Questions)

Page Break

Start of Block: Introduction

Q0 Thank you for choosing to participate in our survey! We value your opinion and honest feedback. The survey will take approximately 5 minutes and will be completely anonymous. Please click the ">>" button below to continue.

Page Break

Q0 *Optional* If you would like to be given the chance to win a \$10 starbucks gift card once completing the survey please enter your email below:

Page Break

Q1 How old are you?

Q2 Which gender do you associate with the most?

- ☐ Male (1)
- ☐ Female (2)
- ☐ Non-binary/Other (3)
- ☐ Prefer not to say (4)

Page Break

Q3 Which of the following best describes your current situation? (Check all that apply)

- ☐ Undergraduate Student (1)
- ☐ Graduate Student (2)
- ☐ Working Part Time (0-20 hrs/week) (3)
- ☐ Working Full Time (+20 hrs/week) (4)
- ☐ Unemployed (5)

Skip To: End of Survey If Q3 = 5

Page Break

Display This Question:

If Q3 = 3

Or Q3 = 4

Q4 What best describes your current work schedule?

- ☐ 9 am - 5 pm / 5 days a week (1)
- ☐ 8 hours/ day and 5 days/ week, but flexible work times (2)
- ☐ 40 hours/ week , flexible work hours (3)
- ☐ 20 or less hours/ week, flexible work hours (4)
- ☐ Other (6) _____

Display This Question:

If Q3 = 3

Or Q3 = 4

Q5 How long have you been working at your current job?

- ☐ Less than 1 year (1)
- ☐ Between 1 and 3 years (2)
- ☐ Between 3 and 5 years (3)
- ☐ Between 5 and 10 years (4)

- More than 10 years (5)

Display This Question:

If Q3 = 1

Or Q3 = 2

Q6 What is the highest level of education you have achieved?

- Associates' Degree (1)
- Bachelor's Degree (2)
- Masters Degree (3)
- PHD (4)

Q7 Do you live in a dual-income household?

- Yes (1)
- No (2)

Q8 Did you work remotely at some point during the pandemic?

- Yes (3)
- No (4)
- I didn't work during the pandemic (5)

Page Break

Display This Question:

If Q8 = 3

Q9 On a scale of 1-5 how enjoyable was your experience working remotely?

	1 (12)	2 (19)	3 (18)	4 (13)	5 (21)
Unenjoyable :	○	○	○	○	○
Enjoyable (1)					

Q10 What is your ideal working condition?

- ☐ Working on site/ in person (1)
- ☐ Working remotely (2)
- ☐ Having a hybrid model (3)
- ☐ Other (4) _____

Q11 Please rate how strongly you agree or disagree with the following statements:

	Strongly Disagree (1)	Somewhat Disagree (2)	Neutral/Not sure (3)	Somewhat agree (4)	Strongly agree (5)
A flexible work schedule is important to me. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A consistent work schedule is important to me. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Going to the office is necessary for my work. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Going to the office is not necessary for my work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a hybrid work schedule is important to me. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 How satisfied are you with how much money you currently make?

	Very Unsatisfied (1)	Unsatisfied (6)	Neutral/ Indifferent (2)	Satisfied (3)	Very Satisfied (4)
Unsatisfied:Satisfied (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14 How happy are you at your current job?

	Extremely Unhappy (11)	Somewhat Unhappy (12)	Neither Happy nor Unhappy (13)	Somewhat Happy (14)	Extremely Happy (15)
Unhappy:Happy (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q16 How likely would you be to take a lower paying job if it provided you with a more flexible work environment or work schedule of your choosing?

	Very Unlikely (20)	Somewhat Unlikely (21)	Not Sure (22)	Somewhat Likely (23)	Very Likely (24)
Unlikely: Likely (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 How likely would you be to take a higher paying job if it meant you had to work less flexible hours and only in person?

	Very Unlikely (1)	Somewhat Unlikely (2)	Not Sure (3)	Somewhat Likely (4)	Very Likely (5)
Unlikely: Likely (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15 Do you have any comments about your current work situation? *Optional

Appendix - SPSS

1. Work Schedule

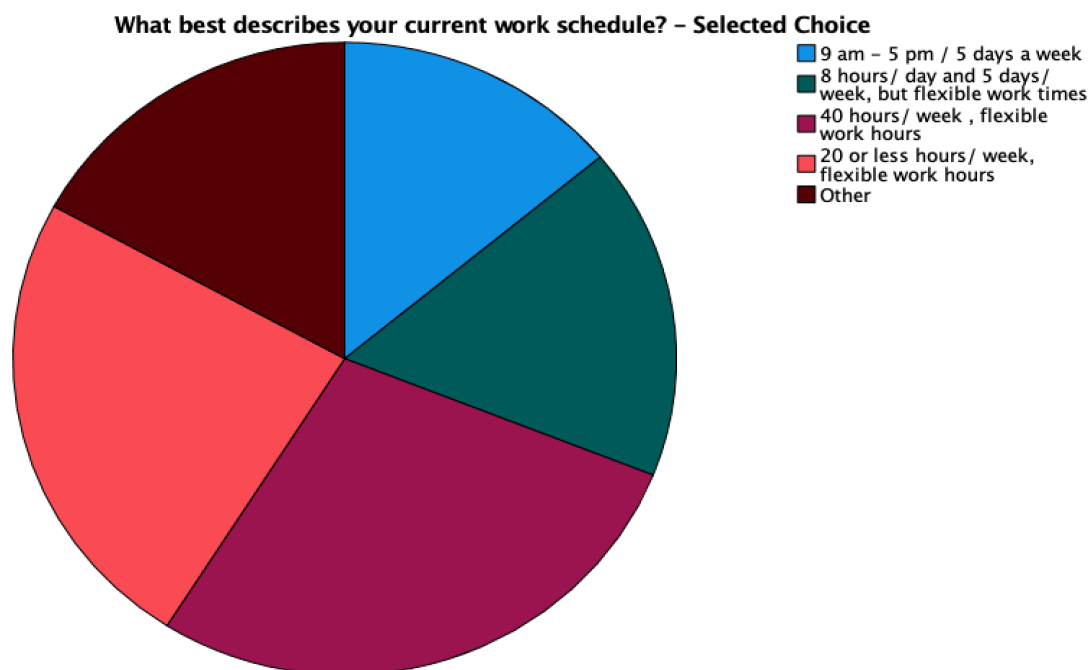


Figure 1.1

What best describes your current work schedule? – Selected Choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9 am – 5 pm / 5 days a week	14	10.3	14.0	14.0
	8 hours/ day and 5 days/ week, but flexible work times	17	12.5	17.0	31.0
	40 hours/ week , flexible work hours	28	20.6	28.0	59.0
	20 or less hours/ week, flexible work hours	24	17.6	24.0	83.0
	Other	17	12.5	17.0	100.0
	Total	100	73.5	100.0	
Missing	System	36	26.5		
Total		136	100.0		

Figure 1.2

Correlations			
		What best describes your current work schedule? – Selected Choice	How happy are you at your current job? – Unhappy: Happy
What best describes your current work schedule? – Selected Choice	Pearson Correlation	1	-.030
	Sig. (2-tailed)		.771
	N	100	97
How happy are you at your current job? – Unhappy:Happy	Pearson Correlation	-.030	1
	Sig. (2-tailed)	.771	
	N	97	114

Figure 1.3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.961	.314		12.620	<.001
	What best describes your current work schedule? – Selected Choice	-.027	.092	-.030	-.292	.771

a. Dependent Variable: How happy are you at your current job? – Unhappy:Happy

Figure 1.4

Regression

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	What best describes your current work schedule? – Selected Choice ^b	.	Enter

a. Dependent Variable: How happy are you at your current job? – Unhappy:Happy

b. All requested variables entered.

Figure 1.5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.030 ^a	.001	-.010	1.163

a. Predictors: (Constant), What best describes your current work schedule? – Selected Choice

Figure 1.6

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.115	1	.115	.085	.771 ^b
	Residual	128.400	95	1.352		
	Total	128.515	96			

a. Dependent Variable: How happy are you at your current job? – Unhappy:Happy

b. Predictors: (Constant), What best describes your current work schedule? – Selected Choice

Figure 1.7

Figure 2.1

Statistics

How old are you?

N	Valid	122
	Missing	14
Mean		34.80
Std. Deviation		15.571
Minimum		17
Maximum		74

Figure 2.2

Correlations

		How happy are you at your current job? – Unhappy: Happy	How old are you?
How happy are you at your current job? – Unhappy: Happy	Pearson Correlation	1	.325**
	Sig. (2-tailed)		<.001
	N	114	105
How old are you?	Pearson Correlation	.325**	1
	Sig. (2-tailed)	<.001	
	N	105	122

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

Figure 2.3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325 ^a	.106	.097	1.063

a. Predictors: (Constant), How old are you?

Figure 2.4

How old are you?			
Duncan ^{a,b}			
How happy are you at your current job? – Unhappy:Happy	N	Subset for alpha = 0.05	
		1	2
Neither Happy nor Unhappy	17	25.71	
Somewhat Unhappy	8	32.75	
Extremely Unhappy	6	33.17	
Somewhat Happy	43	33.53	
Extremely Happy	31		46.32
Sig.		.221	1.000
Means for groups in homogeneous subsets are displayed.			
a. Uses Harmonic Mean Sample Size = 12.315.			
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.			

Figure 2.5

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.980	.259		11.495	<.001		
	How old are you?	.023	.007	.325	3.491	<.001	1.000	1.000

a. Dependent Variable: How happy are you at your current job? – Unhappy:Happy

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.464	1	6.464	4.339	.040 ^b
	Residual	150.468	101	1.490		
	Total	156.932	102			

a. Dependent Variable: How likely would you be to take a lower paying job if it provided you with a more flexible work environment or work schedule of your choosing? – Unlikely: Likely

b. Predictors: (Constant), How old are you?

(Figure 3.1)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	.032	1.221

a. Predictors: (Constant), How old are you?

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.816	.300		9.377	<.001
	How old are you?	-.016	.008	-.203	-2.083	.040

a. Dependent Variable: How likely would you be to take a lower paying job if it provided you with a more flexible work environment or work schedule of your choosing? – Unlikely: Likely

(Figure 3.2)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.951	1	32.951	22.160	<.001 ^b
	Residual	148.697	100	1.487		
	Total	181.647	101			

a. Dependent Variable: How likely would you be to take a higher paying job if it meant you had to work less flexible hours and only in person? – Unlikely: Likely

b. Predictors: (Constant), How old are you?

(Figure 3.3)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426 ^a	.181	.173	1.219

a. Predictors: (Constant), How old are you?

(Figure 3.4)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.246	.302		14.041	<.001
	How old are you?	-.036	.008	-.426	-4.707	<.001

a. Dependent Variable: How likely would you be to take a higher paying job if it meant you had to work less flexible hours and only in person? – Unlikely: Likely

(Figure 3.5)

Frequencies

Statistics

How satisfied are you with how much money you currently make? - Unsatisfied:Satisfied

N	Valid	114
	Missing	22
Mean		3.39
Median		3.00
Mode		3
Std. Deviation		1.561
Minimum		1
Maximum		6

**How satisfied are you with how much money you currently make? -
Unsatisfied:Satisfied**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Unsatisfied	9	6.6	7.9	7.9
	Neutral/ Indifferent	25	18.4	21.9	29.8
	Satisfied	40	29.4	35.1	64.9
	Very Satisfied	16	11.8	14.0	78.9
	Unsatisfied	24	17.6	21.1	100.0
	Total	114	83.8	100.0	
Missing	System	22	16.2		
Total		136	100.0		

Figure 4.1

Paired Samples Test

		Paired Differences							Significance	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	One-Sided p	Two-Sided p
					Lower	Upper				
Pair 1	How happy are you at your current job? - Unhappy:Happy - How satisfied are you with how much money you currently make? - Unsatisfied:Satisfied	.412	1.909	.179	.058	.766	2.306	113	.011	.023

Figure 4.2

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	How happy are you at your current job? - Unhappy: Happy	3.81	114	1.104	.103
	How satisfied are you with how much money you currently make? - Unsatisfied:Satisfied	3.39	114	1.561	.146

Figure 4.3

Correlations

Correlations

		How satisfied are you with how much money you currently make? - Unsatisfied: Satisfied	How happy are you at your current job? - Unhappy:Happy
How satisfied are you with how much money you currently make? - Unsatisfied:Satisfied	Pearson Correlation	1	.004
	Sig. (2-tailed)		.970
	N	114	114
How happy are you at your current job? - Unhappy: Happy	Pearson Correlation	.004	1
	Sig. (2-tailed)	.970	
	N	114	114

Figure 4.4

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.215	1	.215	.601	.443 ^b
	Residual	14.285	40	.357		
	Total	14.500	41			

a. Dependent Variable: What is the highest level of education you have achieved?

b. Predictors: (Constant), How happy are you at your current job? – Unhappy: Happy

Figure 5.5

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.009	1	.009	.024	.877 ^b
	Residual	14.491	40	.362		
	Total	14.500	41			

a. Dependent Variable: What is the highest level of education you have achieved?

b. Predictors: (Constant), How satisfied are you with how much money you currently make? – Unsatisfied:Satisfied

Figure 5.6