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MASTER THESIS

**THE MEDIATING EFFECT OF WORK-LIFE BALANCE ON THE RELATIONSHIP
BETWEEN JOB CHARACTERISTICS AND JOB SATISFACTION OF
EMPLOYEES AND MODERATING ROLE OF PERSONALITY TYPE**

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INTRODUCTION

Relevance of the topic: The increase in the globalization of business has led to increasing workplaces and opportunities for people to achieve career goals. However, strong competition among employees and huge workloads lead to decreasing work-life balance, because a lot of people, especially at the beginning of their careers, choose to work overtime to achieve success and be recognized in the employer's eyes.

Managing work-life balance is becoming a concern not only for employees but also for employers, who want to be attractive in the labor market and pull talents. Work-life balance is a state in which a person equally prioritizes the demands of career and personal life. Work-life balance includes a balance between work and personal life, which brings satisfaction to the person. When an employee is constantly affected by a job with no time to relax, it leads to stress, work tiredness, and burnout. Their capacity to do their job reduces, accomplishment level endures, and ultimately productivity decreases. Employers should find ways to create a schedule that allows employees to work and have vacations. The importance of the work-life balance of employees should worry the employers of the organization. It requires creating a supportive work environment, enabling job balance and personal responsibility because this will strengthen employee loyalty and increase productivity.

The level of exploration of the topic and research gap: Research on work-life balance has gained much attention in recent decades, there is a noticeable growing trend among various organizations, that seek to impose initiatives, to promote employee well-being at work. However, manual laborer's work-life balance is an underexplored area. Irawanto, Novianti and Roz (2021) in their study showed that the concept of work-life balance was received as a positive sign, which in some areas could increase employee job satisfaction, while on the other side, work stress needs to be paid attention to. These results also support Shadab and Arif (2015) research, which shows that approximately 50% of people are not satisfied with their jobs, and due to this they cannot have a proper work-life balance. Most people want to reduce their working hours to have a proper work-life balance in their lives. The results also indicated that work-life balance and happiness positively and significantly affect employee performance. However, job satisfaction does not impact employee performance. The results have enormous implications for the Pharmaceutical industry sector in Jordan (Adnan Bataineh, 2019). The results of Kasbuntoro, Maemunah, Mahfud, Fahlevi & Parashakti (2020) study found that there was a significant effect of work-life balance on job satisfaction in the bank industry in Jakarta

Indonesia. The Hsu et al. (2019) analysis revealed significant correlations between long working hours and both occupational stress and work-life balance, as well as between occupational stress and both work-life balance and job satisfaction. In addition, the relationship between working hours and occupational stress exhibited a significantly positive interaction with perceived time control. Job satisfaction is significantly negatively correlated with work-to-family interference and family-to-work interference. Job satisfaction is also found to be negatively related to stress. However, the correlation of workload is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan (Nadeem & Abbas, 2009).

The novelty of the Master thesis: Work-life balance impact on job satisfaction has been widely analyzed globally in the last decade, but the fast-changing environment and remote work-from-home change work format in organizations. Thereupon, it is essential to observe the current situation. However, although authors examine the individual relationships between work-life balance, job satisfaction, personality type, and job characteristics, there is a lack of research in the literature that analyzes the role of work-life balance as a mediator in the relationship between job satisfaction and job characteristics. Furthermore, there is a lack of systematic studies analyzing the moderating effects of personality type. For these reasons, it can be concluded that this topic is relevant and valuable both theoretically and practically.

The research problem is formulated by the question: what relations exist between job characteristics and job satisfaction, how does work-life balance affect this relationship and what is the moderating effect of personality type on the relationship between job characteristics and job satisfaction?

The aim - determine and evaluate the relationship between job characteristics and job satisfaction of employees and estimate the influence of work-life balance and personality type on this relationship.

The objectives of the master thesis:

1. After theoretical analysis of work-life balance, job satisfaction, personality type, and job characteristics discussed in the scientific literature, to determine what factors influence work-life balance and job satisfaction of employees.

2. After systematizing the research presented in the scientific literature to distinguish the main factors of work-life balance, job satisfaction, personality type, and job characteristics for measurement models.
3. Determine the links between work-life balance, job satisfaction, personality type, and job characteristics.
4. After carrying out an empirical study, to determine the relationship between job characteristics and job satisfaction, work-life balance on the aforementioned relationship, and the influence of personality type on the relationship between job characteristics and job satisfaction.

The methods deployed by the Master thesis:

- Comparative analysis of scientific literature.
- Empirical research (quantitative research method - questionnaire survey).
- Statistical data analysis.

The description of the structure of the Master thesis: The master's thesis consists of three parts. In the first - based on the scientific literature the theoretical aspects of work-life balance, job satisfaction, personality type, and job characteristics are analyzed. Factors influencing personality type and job satisfaction are also determined, the main models for measuring work-life balance, job satisfaction, personality type, and job characteristics are distinguished. The following subsections review the research conducted on this topic and determine the relationships between work-life balance, job satisfaction, personality type, and job characteristics. At the beginning of the second - methodological part, the objective of the empirical study, the tasks, the conceptual research model, and the hypotheses raised in the work are presented. Later, the research instrument and organization are described, the characteristics of the studied sample are indicated, and finally, the research and data analysis methods are presented. In the third part, data analysis is performed - significance, and normality tests. Later, regression models are created and relationships between work-life balance, job satisfaction, personality type, and job characteristics are analyzed. The conceptual research model is tested, and moderation and mediation analysis is performed. Finally, the results of the empirical study are presented. At the end of the paper, conclusions and proposals, a list of used literature, and appendices are presented.

1. Theoretical aspects of work-life balance, personality type, job characteristics, and job satisfaction of employees

This section of the master thesis is a theoretical analysis of the Lithuanian and foreign authors' scientific literature regarding work-life balance's impact on the job satisfaction of employees. Theoretical aspects are extremely important in order to summarize other author's findings and find out discrepancies.

1.1. Work-life balance importance in a person's life and work activity

Firstly, to review the importance of work-life balance for human life and work, it is important to define how different authors present the concept of work-life balance. The definition of work-life balance was invented in 1986 in the USA, however, its usage in everyday language was rare for a number of years. Although the definition was invented only in the ninth decade of 1900, work-life programs existed as early as the fourth decade of 1900, even before the World War II the W.K. Kellogg Company created four six-hour shifts to replace the traditional three daily eight-hour shifts, resulting in increased employee morale and efficiency (Lockwood, 2003). Later, after 2000, the responsibility of restoring a balance between employees' work and personal life was dedicated to the HR department, which should pay great attention to the ambitions of every employee and create strategies, enabling employees to have the perfect balance between work and personal life (Samartha, Begum & Lokesh, 2013).

According to Lockwood (2003), the meaning of work-life balance has a variety of characteristics, which means that this definition can be interpreted differently by different groups depending on the context of the conversation and the speaker's approach. There are some working definitions, some of which overlap or continue to evolve, of terms used regarding work-life balance:

- Work/family – term, frequently used in the past, nowadays this term is pushed out by phrases, such as work/life, which gives specific areas of support (quality of life, flexible work options, life balance);
- Work/family conflict - conflict between family and work responsibilities;
- Work/life balance from the employee viewpoint – difficulty in maintaining work obligations and personal/family responsibilities;

- Work/life balance from employer viewpoint – the challenge of creating an encouraging company culture, allowing employees to focus on their job while at work;
- Family-friendly benefits - benefits that give employees the freedom to address their personal and family commitments without compromising their work responsibilities;
- Work/life programs - employer-created programs (often financial or time-based) that offer employees opportunities to manage work and personal responsibilities;
- Work/life initiatives - policies and procedures established by an organization that aims to help employees do their jobs while allowing flexibility for personal/family concerns;
- Work/family culture - the extent to which the organization's culture recognizes and respects the family responsibilities and obligations of its employees and encourages management and employees to work together to meet their personal and work needs.

Gregory, Milner & Windebank (2013) present the concept of professional and personal life balance as difficult to define, as it includes decently paid work and commitments to both work and the family, considering gender differences. It is also mentioned that a well-paid job does not always help to balance work and family obligations, women also must face lower-paid work, unsafe working conditions, and general rejection in the labor market.

Ayudhya, Prouska & Beauregard (2017) present work-life balance as performance as it may affect health and well-being. It is seen as something of value and, if achieved, improves the overall quality of life. Work-life balance intersects with many areas of work-related quality of life: quality of work, which includes economic security as well as opportunities to use one's skills and experience. In terms of life and time, work-life balance includes time to care for and engage in family life and leisure time for yourself.

It is interesting that child-free couples' work-life balance is understood differently than those, who have children. Boiarintseva, Ezzedeen & Wilkin (2022) in their research analyzed the lives of dual-career couples without children and qualitatively explored their definitions of work-life balance. It identified differences between participants' caregiving and career orientations, resulting in four types of couples, each of which includes a specific definition of work-life balance.

1 table. Dual-career couples work-life balance definition

Couple category	Work-life balance definition
Careerist couples	The ability to fulfil their work responsibilities at any time with minimal interference from the non-work sphere. The freedom to make decisions about how and when to follow work and non-work roles without needing permission from others, be it work managers or their partners.
Conventional couples	The flexibility and freedom to attend to non-work responsibilities without having to seek permission, feel guilty for not being consumed by work or justify their lack of immersion in work to their colleagues and superiors.
Non-conventional couples	The freedom to attend to work responsibilities outside of typical working hours. Women describes work-life balance as the flexibility their partner provided, which meant not having to perform conventional female roles at home, as well as having the freedom to pursue professional advancement. Men described work-life balance as not having strict time slots for work and non-work, without pressure from employers or partners to adopt a breadwinner attitude and take on an inflated workload as expected by society, organizations or their partners.
Egalitarian couples	Equal career and supervisory orientations, given the flexibility to move freely from one area to another at any time without sacrificing the role to partners.

Source: prepared by the author, according to Boiarintseva et al. (2022) data

Men in conventional couples are aligned with careerist couples in how they understand flexibility, however, women's opinion is different. Women in non-conventional couples have similar opinions about work-life balance with careerist women (Boiarintseva et al., 2022).

SN (2021) indicates work-life balance as a self-defined, self-determined state of well-being that a person can achieve or set as a goal to effectively manage multiple responsibilities at work, at home, and in their community. It supports physical, emotional, family, and community health and does so without grief, stress, or negative effects. Work-life balance is influenced by 3 main factors: individual, organizational, and societal, which make work-life more complex to achieve because many components need to be reached to succeed.

Irfan, Khalid, Kaka Khel, Maqsoom & Sherani (2023) describe work-life balance simply as participation in responsibilities at work outside of work and remaining satisfied with the results of both roles. Work-life balance is not to be confused with spending equal time at and outside of work, it is the appropriate level of schedule at which a person remains satisfied with their roles at and outside of work. Personal and professional life should complement each other for all parts involved to maintain the balance. Personal life and professional life interact with each other. Work pressure and long office working hours reduce job satisfaction and impact personal life negatively, however, vacations, relaxation, and presence with family and friends increase personal life quality and impact professional life positively.

When professional and personal life are imbalanced, employees working late are at high risk of burnout. Employees working overtime can experience fatigue, mood swings, irritability, and reduced productivity (Irfan et al., 2023).

In 2019 The World Health Organization (WHO) recognized "*burnout syndrome*" as an official medical condition, defined as a syndrome resulting from chronic workplace stress that has not been successfully managed. Longer hours of work are related to burnout risk. Moreover, the pressure of long and irregular working hours, which can lead to high levels of stress and conflict at work and in the family, is associated also with burnout (Whiteoak, Abell & Becker, 2023).

Siyum (2022) describes burnout as a syndrome of emotional exhaustion and depersonalization. In addition to feelings of emotional exhaustion and diminished personal achievement, burnout is a distinct type of stress syndrome, both conceptually and empirically, from other types of stress. According to Siyum (2022), burnout leads to many negative consequences:

- Ineffective performance;
- Decrease in job satisfaction;
- Decrease in affective commitment;
- Decrease in turnover intention.

These consequences mentioned above are important not only on an organizational level but also on an individual level. In the case of ineffective performance, low turnover, or low affective commitment, when an employee considers changing workplace, an organization faces losses.

Raisinghani & Goswami (2014) identify several main components that lead to conflicts between professional and personal life:

- Social support;
- Time commitment;
- Overload (both at work and at family).

According to Raisinghani & Goswami (2014), a major cause of conflict between professional and personal life is over-involvement in one role to the exclusion of the other.

Moreover, the authors Raisinghani & Goswami (2014), based on the literature analysis, developed a model that presents the relationship between the variables of the work area and the variables of the personal life area. The model also posits the relationship between work-life interference in the opposite domain. Different work area components can affect interference in

personal life and vice versa. When variables in work and personal life domains do not interact well with each other, this can lead to one domain interfering with the other. And the consequences of this can be a conflict between these important areas in an individual's life. According to the authors Raisinghani, M. & Goswami, R. (2014), such conflict can affect:

- At the individual level – it causes dissatisfaction with work and hinders career advancement, causes stress, promotes burnout, worsens family relations between spouses and children;
- At the organizational level - encourage absenteeism, reduce participation in the organization's activities, and reduce obligations to the organization.

Rehman & Roomi (2012) research findings show that among other motivating factors for starting their own business for women, achieving a work-life balance is one of the most important. Having their own business gives woman flexibility, control, and the freedom to maintain their family and social responsibilities. Lack of time, gender bias, social and cultural norms, as well as family responsibilities are the biggest challenges women face in achieving balance. Similar findings occur in Agarwal & Lenka (2015) study, which analyzes women's initiative in establishing an independent business. Agarwal & Lenka (2015) represent different the authors' findings, on why women start to take up independent activities, which are summarized in Table 2.

2 table. Researchers findings on the initiative of women in establishing an independent business

S. no.	Authors	Findings
1	Baber and Monaghan (1988), Machung (1989), Buttner and Moore (1997), Carter et al. (2003), DeMartino and Barbato (2003), Brush et al. (2006), Baughn et al. (2006), Shelton (2006), Ward (2007), Mathew and Panchanatham (2011), Bade et al. (2014), Houston-Armstrong and Edmonds-Biglow (2014)	To gain flexibility in work and family activities
2	Robinson and Sexton (1994), Caputo and Dolinsky (1998), Williams (2004)	For child care and married life style, women have opted self-employment
3	Boden (1996), Lombard (2001)	Worked from home provided flexible work schedules to manage work-family responsibilities
4	Caputo and Dolinsky (1998), Hughes (2003)	To devote time for child care
5	Bruni et al. (2004), Hughes (2006), Rehman and Roomi (2012)	Contribute to family income
6	Fels (2004), Ahl (2007)	To enhance their entrepreneurial skills
7	Brush. (1992), Lewis (2004)	Divorce or death of husband
8	Mattis (2004), Ahl (2007)	As caregivers to elders/parents and devote time for personal care
9	DeMartino et al. (2006), Shelton (2006), Sumitha and DSouza (2014)	To control family responsibilities and achieve professional objectives
10	Buttner and Moore (1997), Carter et al. (2003), Baughn et al. (2006)	Work-life balance act as significant motivational factor for women to initiate the venture

Source: Agarwal & Lenka, 2015

As can be seen in Table 2, according to Agarwal and Lenka (2015), the most common findings of the authors were that for women initiating self-employment, the main reasons are:

- gaining flexibility in the areas of work and family;
- balancing work and personal life.

Results are reasonable, as in many cases when a child gets sick, the mother takes responsibility for taking care of him, as a result, employers are not satisfied when they need to give sick leave. Moreover, when the family plans to increase the family, the woman goes on maternity leave and career progression slows down. Self-employment gives women more freedom to plan their personal and professional lives.

Mattarelli, Cochis, Bertolotti & Ungureanu (2022) findings show that flexible work arrangements are positively associated with increased work-life balance. Flexible work arrangements include:

- Terms of timing (*flexitime*) of work – the ability to rearrange working hours according to certain guidelines offered by the company;
- Terms of location (*flexplace*) of work - the degree of control employees are given over where to work.

Duan, Deng & Wibowo (2023) study shows that the usage of digital technologies significantly improves the coordination and knowledge sharing of individuals, which leads to better work-life balance and improved work performance. Such technologies, including artificial intelligence, big data, cognitive computing, the Internet of Things, cloud computing, mobile computing, social media, and digital platforms, such as Microsoft Teams and Zoom, have transformed how work is planned, executed, and managed in organizations. This leads to emerging digital work environments where the organization of work between organizations and individuals becomes more contingent, flexible, and distributed. The flexibility that digital work gives people in terms of where, how, and when to work has brought many benefits:

- Higher job satisfaction;
- Increased autonomy;
- Improved productivity;
- Reduced work-family conflict;
- Reduced commuting time and costs.

Work-life balance importance in a person's personal and professional life is analyzed by Cain, Busser & Kang (2018). Their study revealed that the presence or lack of work-life

balance affects life satisfaction. Researchers have examined how emotions transfer from work to life and found that life satisfaction was negatively affected by work problems that interfered with family life. Studies have identified a reciprocal relationship, where life and work components are intermingled and interdependent. The researchers found that work-family conflict negatively affected life satisfaction, while work-family facilitation positively affected life satisfaction.

Hughes (2007) findings show that work-life balance has a huge impact not only on business performance but on the economy as a whole. There are many reasons why a company should look into implementing a work-life balance program. The top ten benefits are:

- Increased productivity;
- Reduced absenteeism;
- Increased staff morale;
- To become an "employer of choice" attracting and retaining a talented workforce;
- To actively fulfill obligations as an employer related to corporate and social responsibility;
- To become a forward-thinking company that addresses the future challenges of changing work demographics;
- Increased employee loyalty;
- Better customer service thanks to happy, healthy, and engaged employees;
- Becoming a more flexible and dynamic organization that can adapt to the changing needs of the business world;
- Reduced operating costs. By implementing certain work-life balance policies, such as working from home, research shows that companies incur lower real estate, travel, and related costs.

The advantages mentioned above are significant not only for the employee but for the organization because satisfied employees give the company their energy and work, which increases the company's value.

Authors Keeney et. al (2013) identified 8 broad domains that in their opinion comprise the work-life balance. Areas include health, family, homemaking, friendships, education, romantic relationships, social involvement, and leisure. Each area is detailed in Table 3.

3 table. Domains compromising work-life balance.

Health	All activities to maintain your physical and mental health, such as exercising, going to the doctor and dentist, eating a balanced diet, or meditation. May also include activities that you see as necessary to maintain a healthy appearance, such as getting a haircut or a manicure.
Family	All activities with your family. This may include visiting/taking care of parents, spending time with a sibling, attending family functions, caring for a child (feeding or dressing, driving to and from daycare or medical appointments, parent-teacher meetings, etc.), or spending time with a pet. This <i>does not include</i> time spent alone with your significant other.
Household management	Activities to maintain a household, such as cleaning, grocery shopping, paying bills, making household repairs and improvements, or lawn care or arranging for these types of tasks to be performed by others. This <i>does not include</i> care for children or other dependents.
Friendships	Any activities engaged in with friends (nonfamily members) outside of work. This may include going to the movies, sharing a meal, talking, or providing support for a friend with a problem.
Education	Educational activities, such as reading job-related material not required by your work, completing class assignments for a degree program or certification, attending a seminar or conference, or taking courses for self-improvement. This <i>does not include</i> training or education provided by your employer on company time.
Romantic relationship(s)	Going on dates or spending personal time with a significant other.
Community involvement	Activities like volunteering, participating in political campaigns or fundraisers, or attending meetings (e.g., town hall or city council) or community events.
Leisure	Both <i>active leisure</i> , such as hobbies (e.g., gardening, car shows, vacationing) or playing/watching sports, and <i>resting leisure</i> , such as reading or watching T.V. at home

Source: Keeney et. al, 2013

As can be seen in Table 3, the authors Keeney et. al (2013) presented all 8 directions in detail for analyzing work-life balance. However, the authors also emphasized that individuals do not necessarily have to participate or devote time to all the mentioned areas but must be able to coordinate them with each other.

Thus, after reviewing the importance of work-life balance for a person's life and work activities, it is obvious that the importance of professional and personal life balance is high. Without managing emotions, when transferring them from work to home, work results deteriorate, as well as the threat of overwork, which, as already mentioned earlier, leads to such negative consequences as:

- Decrease in productivity;
- Decrease in job satisfaction;
- Decrease in affective commitment.

Kumar, Sarkar & Chahar (2021) present a framework for work-life integration (Figure 4). In their opinion, the work and life management concept is associated with setting boundaries between work and personal life, which is practically not feasible, because the demands of work and personal life require one to be available and perform work or home duties at all times. Work-life integration is influenced by work and life domains. All seek the flexibility to integrate the two domains to manage the commitments of both domains because the obligation of one domain cannot be resolved within the physical and temporal boundaries of another domain (Kumar, Sarkar & Chahar (2021)). Globalization and technology have changed the way organizations work, and customer demands for services to be available anytime, anywhere have led to the use of flexibility to meet requirements. The organization may require its employees to respond in the evening or on holidays for business purposes, which demands

work pressure, resulting in the organization’s traditional culture becoming a source of stress. Nowadays organizations are equipped with the newest technology and communication tools, which encourage the remote working culture. Life domain challenges consist of:

- Family and household responsibilities – occupational stress increases, when an employee is unable to control a schedule that matches personal needs which results in job dissatisfaction;
- Caregiver responsibilities - workers with children, young people, or elderly people at home who require constant care find it difficult to meet their needs at work and at home. They require vacation or extra time for care and are forced to work fewer days, unscheduled vacations lead to lower pay, productivity, and increased stress. Employees who engage in caregiver activities, try to manage their work by extending work time to late hours or holidays to compensate for the total working hours;
- Lifestyle and self-requirements - younger workers prioritize personal life more than older workers, they choose more balance between work and personal life - spending time with family or leisure time with friends in pursuit of a future career.

After reviewing the aspects of work-life balance and its influence on a person's life and work activities highlighted in scientific sources, it is appropriate to summarize the information in a table where the criteria used to measure professional and personal life balance are presented by different authors. The information is presented in Table 4.

4 table. Work-life balance criteria, according to different authors.

	Irfan, M., Khalid, R. A., Kaka Khel, S. S. U. H., Maqsoom, A., & Sherani, I. K. (2023)	Keeney, J., Boyd, E. M., Sinha, R., Westring, A. F., & Ryan, A. M. (2013)	Kumar, S., Sarkar, S., & Chahar, B. (2021)
Work-life balance	Family	Family	Family responsibilities
	Friendship	Friendships	Caregiver responsibilities
	Health	Health	Personal needs
	Vacations	Household management	Customer demands
	Hobbies & Interest	Education	Business requirements
	Relaxation	Romantic relationship	Globalization
	Working environment	Community involvement	Workforce diversity
	Productive Work	Leisure	
	Office Working hours		
	Work Pressure		
	Project Timelines		
	Company Goals		

Source: prepared by the author, according to authors, mentioned in the table

As can be seen in the summarized Table 4, the criteria, used to measure work-life balance are quite similar, however, Keeney et. al (2013) analyze work-life balance through a personal prism, and it is not a valued organizational aspect, that influences work-life balance. All three studies find family, friendships, and health influence work-life balance and play an important role in achieving work-life balance. Only Kumar, Sarkar & Chahar (2021) consider globalization as a work-life balance domain, which is relatable when an organization is international.

After reviewing the importance of work-life balance for human life presented in the scientific literature and excluding the main criteria used to measure professional and personal life balance, it is also relevant to review job satisfaction and the factors influencing it.

1.2. Job satisfaction and factors affecting it

In this part of the work, an analysis of theoretical sources will be carried out regarding job satisfaction and the factors influencing it. To name the factors that influence job satisfaction, it is important to find out what the concept of job satisfaction is.

Job satisfaction is a combination of attitudes at work, feelings about work, and experiences that affect performance (Latifah, Suhendra, & Mufidah (2023)).

Ekmekcioglu & Nabawanuka (2023) define job satisfaction as a pleasant or optimistic psychological state resulting from an evaluation of an employee's work or work experience.

After reviewing the definition of job satisfaction, it will be analyzed the factors that influence job satisfaction, and reviewed the criteria used by different authors in research to analyze job satisfaction.

An employee, putting effort into performing a certain job, may not feel job satisfaction when the connection between the performed work and the evaluation (tangible or non-tangible) received from the organization is weak. Every individual wants to see the meaning of the efforts put in, so every organization must try to strengthen the connection as much as possible (Street, 2003). Although there are many factors, that influence the job satisfaction of employees, Deb, Nafi, Mallik & Valeri (2023) single out the seven most important for small or growing companies. Working hours, salary, motivational aspects, leadership, professional development, and organizational infrastructure are vital tools for job satisfaction and improved firm performance. All these factors must add up, just by increasing the salary or allowing the employee to make decisions, the employee may not be satisfied with the job. If there is harmony

between all listed factors, then it is more likely that the employee will be satisfied with his job (Deb et. al (2023)).

Factors influencing job satisfaction are listed as professional status, salary, management style, job requirements and policies, and individual characteristics. Some studies suggest examining factors that influence job satisfaction, such as age, marital status, gender, organization or institution, level of responsibility, type of employment, length of employment, and wages. Job satisfaction depends not only on the quality of employment but also on the employee's expectations of the job. The key to job satisfaction is the degree to which objective working conditions and employee expectations match. The more the expectations and conditions are met, the greater the satisfaction (Fazlollahtabar, Mahdavi & Mahdavi-Amiri (2016)). The three main job satisfaction factors: individual factors, organizational factors, and job properties. Individual factors are preferences of a person, including salary, sports facility, helpfulness, suitable behaviors, etc. These factors can be different depending on individual employee characteristics and position held. The second category is organizational factors, which are preferred and implemented by the organization, such as training requirements, managers' influence, learning opportunities, etc. The third category is job properties, which describe job characteristics, including working time, job assignment, information technology, replacement availability, etc. It is important to notice that to achieve job satisfaction individual factors should suit organizational factors and job properties, as it was mentioned before.

Dhamija, Gupta & Bag (2019) study shows that growth, recognition, achievement, advancement, responsibility, work itself, interpersonal relations, supervision, personal life, salary, job security, and working conditions are the factors, which influence the job satisfaction of bank employees.

Valiūnas & Drejeris (2019) findings show that factors determining job satisfaction are divided into internal and external. External factors are related to the prevailing system in the organization: salary, working conditions, manager's position, work schedule, and promotion opportunities. Internal factors are related to the employee's personal, demographic characteristics: gender, age, education, ability to communicate with colleagues, and available experience.

Pang & Lu (2018) indicated five factors influencing the job satisfaction of employees:

- Reward policy – the way company policies are put into practice, praise for good work, competent supervisor, improvement opportunities;

- Work itself – employees able to do something that fulfills their potential, freedom to use their own judgment, the way co-workers get along with each other, the sense of accomplishment employees get from work;
- Job workload – an opportunity to be busy all the time, employee's salary and the amount of work they do, how a boss treats his employees;
- Skill variety - the chance to work alone, the chance to do different things from time to time;
- Job-status – the chance to do things for other people, the opportunity to be "someone" in the community, how does job ensures permanent employment and working conditions.

Similar findings were found by Viningienė & Ramanauskas (2012), who were analyzing the links between motivation and job satisfaction in human resource management in Klaipėda and Kaliningrad companies, distinguished the following aspects for measuring job satisfaction:

- Salary;
- Promotion opportunities;
- Management;
- Additional benefits;
- Colleagues;
- Recognition in the team;
- Operating conditions;
- Activity content;
- Communication.

Young, McLeod & Carpenter (2023) analyzed factors, which influence the job satisfaction of IT professionals and identified these:

- Task significance;
- Task variety;
- Task identity;
- Task autonomy;
- Task feedback;
- Work-life balance.

Winton (2023) found that emotional intelligence also impacts job satisfaction. Emotional intelligence constituents are:

- Self-emotion appraisal;
- Others' emotion appraisal;
- Regulation of emotion;
- Use of emotion.

Yeşilkaya & Yıldız (2022) found that optimistic expectations for the whole organization have a positive effect on job satisfaction, both directly and indirectly, and that job creation behavior has a partially mediating role.

Gastearena-Balda, Ollo-López & Larraza-Kintana (2021) analyzed which factors influence the job satisfaction of public sector employees. The findings show that job satisfaction is influenced by job demand, such as physical effort, routine, hours per week, overtime, and job resources, which are:

- Permanent contract;
- Future prospect;
- Salary;
- Downward-communication;
- Teamwork;
- Teleworking;
- Training utility;
- Trustworthiness.

Eliason (2006) identified four categories associated with the job satisfaction of state conservation officers:

- Enjoyment of the outdoors;
- Independence;
- Job diversity/variety;
- Meeting people.

After analyzing the factors contributing to job satisfaction and the criteria used to measure job satisfaction presented by different authors, it can be seen that some criteria are quite similar, but others vary, depending on the research itself. Criteria are also created according to the analyzed area, for more detailed results, more criteria are chosen, but to get more abstract research data, just a few criteria are enough. After reviewing the criteria used by different authors to measure job satisfaction, it is suitable to summarize everything in a table so that the differences would be more visible. Results are shown in Table 5.

5 table. Criteria of job satisfaction according to research authors

Criteria for job satisfaction	Deb, S. K., Nafi, S. M., Mallik, N., & Valeri, M. (2023)	Fazlollahtabar, H., Mahdavi, I., & Mahdavi-Amiri, N. (2016)	Dhamija, P., Gupta, S., & Bag, S. (2019)	Valiūnas, D., & Drejeris, R. (2019)	Viningienė, D., & Ramanauskas, J. (2012),
Job satisfaction	Working hours	Job security	Growth	Salary	Salary
	Organizational Infrastructure	Continuing education	Recognition	Working conditions	Promotion opportunities
	Working activity	Mission facility	Achievement	Manager	Management
	Leadership and Management	Cooperation in decision making	Advancement	Work schedule	Additional benefits
	Working Environment	Stress	Responsibility	Promotion opportunities	Colleagues
	Personal Development	Balance of encouragement	Work itself	Gender	Recognition in the team
	Salary and Other Benefits	Suitable behaviors	Interpersonal relations	Age	Operating conditions
	Working hours	Functionality	Supervision	Education	Activity conditions
		Management changes	Personal life	Communication	Activity content
		Relationship among colleagues	Salary	Experience	Communication
		Salaries	Job security		
		Sport facility	Working conditions		
		Rules for manager selection			
		Helpfulness			
		Medical and safety			
		Traveling services			
		Learning opportunities			
		Communication bureaucracy			
		Work nutrition			
		Relationship among managers and workers			
		Organizational culture			
		Respect to laws			
		Job monitoring			
		Training requirements			
		Managers' decision making capability			
		Managers' risk			
		Managers influence			
		Suitability appraisal			
		Information technology			
		Replacement			
		Performance evaluation			
		Working time			
		Ergonomic aspects of job environment			
		Circulations notification			
		Scientific tours			
		Job assignment			
		Work load			
		Capability of experienced workers			
		Position suitability			
		Application training			

Source: prepared by author according to literature analysis

As can be seen from Table 5, 5 different authors distinguish an unequal number of criteria. The least, in this case, was presented by Deb et. al (2023), distinguishing only 7 criteria, because represented only in the authors' opinion the most essential and the most by Fazlollahtabar, Mahdavi & Mahdavi-Amiri (2016), who measured job satisfaction by distinguishing as many as 40 criteria, which were grouped in 3 main groups: individual factors, organizational job factors, and job properties. Even though the number of criteria is quite different, there are also quite a few similarities. All authors unambiguously singled out the criterion - salary, as well as – personal development/possibility of promotion. All authors also specify management/supervision as the factor, which influences job satisfaction. Only Valiūnas & Drejeris (2019) single out gender and age as factors, which influence job satisfaction of employees. Working conditions were specified only in 3 research findings: Dhamija, Gupta &

Bag (2019), Valiūnas & Drejeris (2019), Viningienė & Ramanauskas (2012), who identified this factor as activity conditions. Social factor – relationship with colleagues also is very important and was specified by 3 research authors: Viningienė & Ramanauskas (2012), Dhamija, Gupta & Bag (2019), Fazlollahtabar, Mahdavi & Mahdavi-Amiri (2016).

After conducting a theoretical analysis of both the importance of work-life balance on a person's life and work activities, as well as job satisfaction and the factors that condition it, below is a summary of both the factors that condition one and the other, since the topic includes both factors of work and personal life balance and job satisfaction. A summary is provided in Table 6.

6 table. The main criteria for job satisfaction and work-life balance measurement by different authors

<i>Different authors specified factors, influencing job satisfaction (+ means specified, - not specified)</i>					
Criteria/Authors	Deb, S. K., Nafi, S. M., Mallik, N., & Valeri, M. (2023)	Fazlollahtabar, H., Mahdavi, I., & Mahdavi-Amiri, N. (2016)	Dhamija, P., Gupta, S., & Bag, S. (2019)	Valiūnas, D., & Drejeris, R. (2019)	Viningienė, D., & Ramanauskas, J. (2012)
Salary	+	+	+	+	+
Promotion opportunities	+	+	+	+	+
Relationship with colleagues	-	+	+	-	+
Management	+	+	+	+	+
Working conditions			+	+	+
<i>Different authors specified factors, influencing work-life balance (+ means specified, - not specified)</i>					
Criteria/Authors	Irfan, M., Khalid, R. A., Kaka Khel, S. S. U. H., Maqsoom, A., & Sherani, I. K. (2023)		Keeney, J., Boyd, E. M., Sinha, R., Westring, A. F., & Ryan, A. M. (2013)	Kumar, S., Sarkar, S., & Chahar, B. (2021)	
Family	+		+	+	
Friendship	+		+	+	
Health	+		+	+	
Leisure	+		+	-	

Source: Prepared by author according to literature analysis

As can be seen in Table 6, after summarizing the information analyzed in Sections 1.1 and 1.2, the main factors for measuring work-life balance and job satisfaction emerged. For job satisfaction, 5 main factors emerged - salary, promotion opportunities, relations with co-workers, management, and working conditions. Moreover, four main factors have been identified to measure work-life balance - family, friendship, health, and leisure time. Thanks to this summarization of theoretical sources, it will be easier to create a theoretical model.

7 table. Clarification of previous research made by scholars.

Authors	Dependent variables	Independent variables	Results
Irawanto, D. W., Novianti, K. R., & Roz, K. (2021).	Job satisfaction	work from home, work-life balance, work stress	The concept of work life balance was received as a positive sign, which in some areas could increase their job satisfaction
Kasbuntoro, D. I., Maemunah, S., Mahfud, I., Fahlevi, M., & Parashakti, R. D. (2020)	Job satisfaction	work-life balance	The results of this study found that there was a significant effect of work-life balance on job satisfaction in the bank industry in Jakarta Indonesia.
Fayyazi, M., & Aslani, F. (2015)	Job satisfaction, turnover intention	work-life balance	The findings supported that WLB has a significant positive relationship with job satisfaction, and a significant negative relationship with turnover intention.
Shadab, M., & Arif, K. (2015)	Job satisfaction	work-life balance	This research shows that approximately 50% people are there who are not satisfied with their job and due to which they cannot have proper work life balance. Most of the people are there who want to reduce their working hours to have proper work life balance in their lives.
Agha, K. (2017)	Job satisfaction	work-life balance	Findings of the study revealed that while work interference with personal life and personal life interference with work had a negative relationship with job satisfaction, work and personal life enhancement had a positive relationship with job satisfaction.
Nadeem, M. S., & Abbas, Q. (2009)	Job satisfaction	work to family interference, family to work interference, stress, workload, and job autonomy	Job satisfaction is significantly negatively correlated with work to family interference and family to work interference.
Kashyap, S., Joseph, S., & Deshmukh, G. K. (2016)	Job/life satisfaction	work-life balance	The key findings highlight that employees are an asset to an organization and the organizations which help their employees to achieve greater work life balance have more satisfied employees.

Source: Prepared by author according to literature analysis

After conducting data from other scholars who analyzed work-life balance impact on job satisfaction (table 7) it can be seen that all author's research results show a positive relationship between work-life balance and job satisfaction. Irawanto, Novianti & Roz (2021) findings reveal that working from home also increases employees' job satisfaction. Nadeem & Abbas (2009) analysis shows that family interference with work and vice versa significantly negatively correlates with job satisfaction, which means that work life and personal life should be separated and not interfere with each other.

1.3.Job Characteristics

Theoretical aspects of job characteristics will be analyzed in this part to determine the factors that influence job characteristics and how this variable is measured.

Job characteristics are affective factors that influence employees' intrinsic work motivation through the achievement of critical psychological states (Fernet, Trépanier, Austin, Gagné, & Forest, 2015; Garg & Rastogi, 2006, Hackman & Oldham, 1975). Hackman and Oldham developed the theory that the job itself should be designed to have fundamental characteristics needed to create conditions for high work motivation, satisfaction, and performance. Hackman and Oldham (1975) indicated that positive personal and work outcomes are obtained when jobs have high levels of five core job dimensions.

Many studies confirm that job characteristics have an essential influence on job satisfaction (Ali, Said, Abd Kader, Ab Latif, & Munap, 2014). Hackman and Oldham (1976) argued that job characteristics such as skill variety, task identity, autonomy, and feedback motivate employees regarding their job performance. In the case of skill variety, it is analyzed if the work requires different behaviors in the performance of the work, it involves using a person's various skills and traits to achieve a goal. The greater the involvement of skills, the more meaningful the work is.

Job characteristics are the main predictor of employee turnover. For this reason, job characteristics have been incorporated into organizational strategies to reduce employee turnover intentions. The study by Grobelna (2019) among 222 hotel workers in northern Poland showed that job characteristic significantly and positively influences the work engagement of hotel employees, which in turn increases their productivity and decreases their desire to quit.

Linda et al. (2020) investigated the influence of job characteristics on job satisfaction using data from 322 security workers in the US. The study found that job characteristics were positively associated with increased job satisfaction. High job qualities can increase job satisfaction and increase work efficiency, which can help employees reduce turnover. Thus, essential job characteristics are important because they are related to the reduction of absenteeism, burnout, and employee turnover. All this is beneficial for both the individual and the organization.

As indicated by Naseer et al. (2020) job characteristics were positively associated with various employee outcomes such as job satisfaction, motivation, productivity, and well-being. High job characteristics can help employees increase discretionary behavior, creativity, and productivity. A related study, by Johari and Yahya (2016) investigated the role of work engagement between job characteristics and job performance among 256 Malaysian government employees. Job characteristics can improve an employee's motivation level and work performance level. Therefore, job characteristics are particularly important at the individual level, as each of its dimensions has a significant impact on the outcome of different attitudes and behaviors.

The job characteristics were measured by four dimensions in Rodríguez-Modroño & López-Igual (2021) study of teleworkers: work intensity index, working time quality index, skills and discretion index, and prospects index. These job quality indices are measured on a scale from 0 to 100. Except for work intensity, a higher index score corresponds to better job quality.

1.4. Personality type

In this part of the work, an analysis of theoretical sources will be carried out regarding personality type.

It is difficult to define personality, a complex concept because it is comprehensive enough to include internal features, social effects, qualities of the mind, qualities of the body, relations to others, and inner goals (Larsen and Buss 2008). Therefore, although there is not a single definition that psychologists agree on, it is possible to define it as a set of permanent characteristics that reflect all the features of the individual and differentiate the subject from other individuals. Personality is the sum of the characteristics that make the individual himself and covers all the characteristics of an individual's interests, attitudes, abilities, harmony with their environment, speech style, and external appearance (Tutar 2016). The most widely used personality model in the studies conducted by many researchers is the five-factor personality model developed in 1985 by Paul Costa and Robert McCrea (Pekdemir and Koçoğlu 2014). Dimensions of the Big Five are as follows:

- *Extraversion–Introversion*: Costa and McCrae (1985) correlated the extraversion dimension with warmth, gregariousness, activity, and excitement seeking, on a positive emotions subscale in their personality inventory (Somer et al. 2011). Extraverted individuals are social and cheerful and exhibit assertive behavior. These individuals prefer a large number of friends, entrepreneurship, sporting activities, and participation in club memberships in their work-related behaviors (Sarıcı Bulut 2017).
- *Agreeableness–Hostility*: Agreeableness, which is effective in interpersonal relationships, expressing one's self-perception, developing social attitudes and philosophy of life, is characterized by being gentle, subtle, respectful, safe, flexible, open-hearted, and compassionate. Agreeableness is defined by the sub-dimensions of trust, honesty, altruism, compliance, humility, and compassion (Somer et al. 2011).
- *Conscientiousness–Undirectedness*: This dimension was defined by Murray and Kluckhohn in 1953 using terms such as responsibility, willingness, and initiative. While the progressive aspect of the conscientiousness dimension is seen in the need for success and the determination to work, the restrictive aspect emerges with the characteristics of moral rigor and prudence. Competence, order, task performance, success effort, self-discipline, and cautiousness are the sub-dimensions of this dimension. (Somer et al. 2011). In individuals with this characteristic, there is an effort

to succeed, a strong sense of purpose, and a high level of desire and leadership skills, long-term plans, and technical expertise can also be observed (Sarici Bulut 2017).

- *Emotional Stability- Neuroticism/Unstability*: Neuroticism is a dimension that is considered anxious, insecure, dealing with itself, and irritable. Personality psychologists, in particular Eysenck, use the term Neuroticism as a personality dimension characterized by a tendency to experience psychological restlessness (Somer et al. 2011). Neurotic individuals tend to experience negative emotions, anxiety, depression, sadness, hopelessness, and guilt. Low self-esteem, unrealistic perfectionist beliefs, and pessimistic attitudes can be observed in these individuals (Sarici Bulut 2017).
- *Openness to Experience–Unintelligence*: This is the least agreed upon dimension by researchers. Goldberg (1992), Digman and Inouye (1986), and Peabody and Goldberg (1989) call this factor intelligence, Norman (1963) describes it as culture, and Costa and McCrae (1985) describe this dimension as openness to experience (Somer et al. 2011). These individuals with imagination, a wide range of interests, and courage are interested in travel, many different hobbies, various business interests, and friends who share these pleasures (Sarici Bulut 2017).

Cattell (1957) developed the 16 Personality factors (16PF), which is a personality assessment that assesses a person's entire personality based on 16 different factors. The factors measure everything from how people think about things, how they view rules and laws, to how people are in a social situation and how open they are to revealing information about themselves, how emotional they are to others, and how they accept decisions and their confidence in these decisions. There are 16 primary factors and Five global factors. The primary factors are warmth, reasoning, emotional stability, dominance, liveliness, rule-consciousness, social boldness, sensitivity, vigilance, abstractedness, privateness, apprehension, openness to change, self-reliance, perfectionism, and tension. Cattell referred to these 16 factors as primary factors, as opposed to the so-called "Big Five" factors which he considered global factors. All primary factors correlate with global factors and could therefore be considered subfactors within them (Muindi (2014)).

The research on management educators' personal traits influence on work-life balance found that work-life balance and professional achievement are variables that depend on the personality of individuals, so management should rely on personality type when classifying

work profiles, and tailored work-life balance strategies and strategies should be defined based on the expectations of employees that they can achieve a more balanced life. Work-life balance depends on individual traits and their professional and personal life requirements vary depending on the individual itself (Mehta (2020)).

The study's analysis of personality, occupational sorting, and routine work showed a positive correlation between leadership personality and parental education and earnings, and all four behavior dimensions: leadership, responsibility, eagerness-energy, and aggression were correlated with the mother's education. Thus, personality traits may reflect family background (Viinikainen et. al (2020)). These results are explainable due fact that a person in the formative years of character, spends most of his time with his mother or family.

2. The mediation effect of work-life balance on the relationship between job characteristics and job satisfaction while moderating personality type Research methodology

2.1.The purpose of the research, the conceptual research model, and the hypotheses raised in the master's thesis.

The empirical research problem: what relationship exists between job characteristics and job satisfaction of employees and how this relationship is influenced by personality type and work-life balance?

The empirical research aims to analyze the relationship between job characteristics and job satisfaction and how this relationship is influenced depending on personality type and work-life balance.

The objectives of the empirical research:

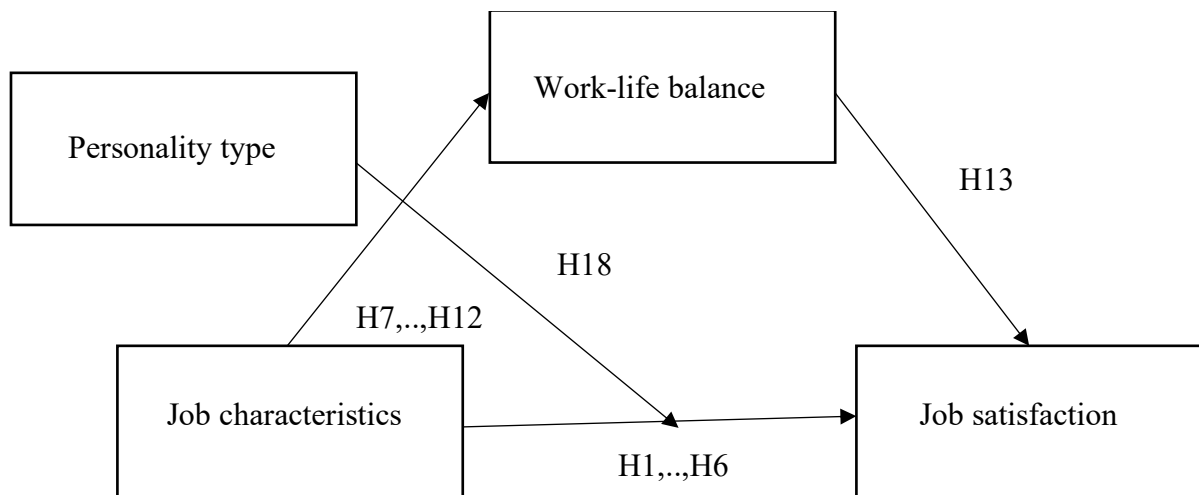
1. After conducting the survey, determine how employees assess work-life balance, job characteristics, and job satisfaction and identify respondent's personality types.
2. By using parametric tests, to determine the differences in job satisfaction, personality type, job characteristics, and work-life balance according to the respondents' demographic characteristics.
3. Using regression analysis, to determine the influence of job characteristics on work-life balance and job satisfaction.
4. Using regression analysis, to determine the effect of work-life balance on job satisfaction.

5. Using regression analysis, to determine the influence of personality type on job satisfaction and job characteristics.
6. Using mediation analysis, to determine whether work-life balance mediates the relationship between job satisfaction and job characteristics.
7. Using moderation analysis, to determine the influence of personality type on the relationship between job characteristics and job satisfaction.

Graphical model of research concept

Figure 1 shows a conceptual research model reflecting research concepts.

1 figure. Conceptual research model



Source: Prepared by the author

The empirical research hypotheses

One of the essential success factors of an organization is happy and satisfied with their work employees. Job satisfaction has been analyzed a lot, especially in recent years, because of globalization and the fast-changing market. As employers want to attract talent, job satisfaction is an indispensable factor in the company, therefore, this topic is relevant to this day. Job characteristics positively relate to all job performance measures. Supervisor support and work-family culture positively relate to job satisfaction and affective commitment (Baral & Bhargava (2010)). That also confirms Rai & Maheshwari (2020) research that found that job characteristics positively influence work engagement, organizational engagement, and job satisfaction. The opportunities for personal development and job security are positively related to job satisfaction and negatively related to the likelihood of looking for a new job.

Opportunities for personal development have a greater impact on job satisfaction for men than for women. Male employees' job satisfaction also depends on whether they are given enough time to complete assigned tasks. Perceiving security in one's current job, having reliable co-workers, and providing adequate support at work reduce women's likelihood of seeking new employment. Additional benefits encourage employees of both genders to stay with the organization longer (Milovanska-Farrington (2023)). Therefore, the following hypotheses are proposed:

H1: Job characteristics positively influence job satisfaction.

H2: Job characteristic - autonomy positively influences job satisfaction.

H3: Job characteristic – task variety positively influences job satisfaction.

H4: Job characteristic – task identity positively influences job satisfaction.

H5: Job characteristic – task significance positively influences job satisfaction.

H6: Job characteristic - feedback positively influences job satisfaction.

Job characteristics and supervisor support positively relate to work-family enrichment (Baral & Bhargava (2010)). The use of digital technologies significantly improves coordination and knowledge sharing between individuals, leading to better work-life balance and improved work performance (Duan, Deng & Wibowo (2023)). The study of layoff survivors found that these employees experience increased workload, which contributes to overall role overload, which negatively impacts work-life balance (Virick, Lilly & Casper (2007)). High autonomy, task significance, task identity, and feedback are associated with higher levels of work-family enrichment for academics (Badri (2023)). Thus, it is hypothesized that:

H7: Job characteristics positively influence work-life balance.

H8: Job characteristic - autonomy positively influences work-life balance.

H9: Job characteristic – task variety positively influences work-life balance.

H10: Job characteristic – task identity positively influences work-life balance.

H11: Job characteristic – task significance positively influences work-life balance.

H12: Job characteristic - feedback positively influences work-life balance.

All factors such as job performance, work-life balance, and organizational justice are significantly related to career satisfaction (Saraih, Sakdan & Amlus (2019)). That confirms another study that suggests that experiencing a positive work-home interface (balance) may be associated with higher levels of job satisfaction, while experiencing a negative work-home interface (imbalance) may be associated with lower levels of job satisfaction amongst

information technology employees (Oosthuizen, Coetzee & Munro (2016)). If managers believe in and support all work-life initiatives, it is easier for employees to perceive a high work-life balance. Family-friendly work cultures are generally associated with higher employee satisfaction. Mas-Machuca, Berbegal-Mirabent & Alegre (2016) results show that employees who feel comfortable in their work and have an effective work-life balance are proud to work for their companies. Results show that this effect is a strong and long-lasting feeling that increases employee satisfaction. Thus, organizational pride is a full mediator between employees' work-life balance and job satisfaction. Therefore, the following hypothesis is proposed:

H13: Work-life balance positively influences job satisfaction.

Franěk & Večeřa (2008) found that job satisfaction gradually increased from workers with primary education to technical graduates to distance learning workers. However, employees with university degrees have slightly lower levels of job satisfaction than those with distance learning courses. A decrease in job satisfaction with a company size of 500 or more employees occurred, this study found that employees in smaller organizations are more satisfied with their jobs than employees in large companies. The data also showed that agreeableness, stability, and openness were positively related to total job satisfaction. The results of PhD Scholar (2015) study show that individual characteristics have a significant relationship with job satisfaction and organizational performance. Similar conclusions were found by Riyadi (2019) research which stated that individual characteristics have a negative and significant influence on job stress, which is caused by job dissatisfaction, on the employees of minerals and metal manufacturing companies in East Kalimantan. Therefore, the following hypotheses are proposed:

H14: Personality type A positively influences job satisfaction.

H15: Personality type B positively influences job satisfaction.

It was noticed that there is a lot of research studying the effect of job characteristics on personality type, but there is a lack of research in the scientific literature that analyses the influence of personality type on job characteristics. Thus, it is hypothesized that:

H16: Personality type A positively influences job characteristics.

H17: Personality type B positively influences job characteristics.

The personality type can also influence the assessment of the relationships between certain disparate phenomena, such as job satisfaction and job characteristics. Due to cultural differences in work and life domains, some people find it easier than others to achieve a balance between the roles and responsibilities they are associated with. The reason may be individual differences in various personality traits. People with a more positive personality experience positive feedback from work and life roles, while people with an introverted personality with a preoccupied attachment pattern experience negative effects from work and life roles (Sumer & Knight (2001)). Aspects of personality, including the need for achievement and the tendency to engage in work, are among the important individual factors. Thus, based on the analysis of scientific literature, the following hypothesis is proposed:

H18: The personality type moderates the relationship between job satisfaction and job characteristics.

According to Weale, Wells & Oakman (2019) research, work-family conflict and work-life balance are mediators between the outcome of job satisfaction and various workplace factors, particularly relationships at work and the belief that safety at work is valued. The compatibility of work and non-work domains is an essential component of the relationship between work factors and job satisfaction. These findings are supplemented by the research of Aruldoss, Kowalski & Parayitam (2021) of Indian employees. Findings show that the quality of work life is negatively related to job stress, positively related to job satisfaction, and positively related to work commitment. Job stress is negatively related to work-life balance, job satisfaction is positively related to work-life balance, and job commitment is positively related to work-life balance. Although working conditions are different in India, the effect of quality of work life on work stress, job satisfaction, and work commitment is the same as in Western countries. Finally, the hypothesis was formulated that:

H19: Work-life balance mediates the relationship between job satisfaction and job characteristics.

Thus, it can be said that previous studies provide a basis for analyzing the relationships between individual characteristics, work-life balance, and job satisfaction outcomes and assessing the impact of work-life balance as a mediator and personality type as a moderator. Nevertheless, based on the results presented in the scientific literature and the original research model (where the individual characteristics are the independent variable, the job satisfaction of the employee is the dependent variable, and work-life balance is the mediator), it is also aimed

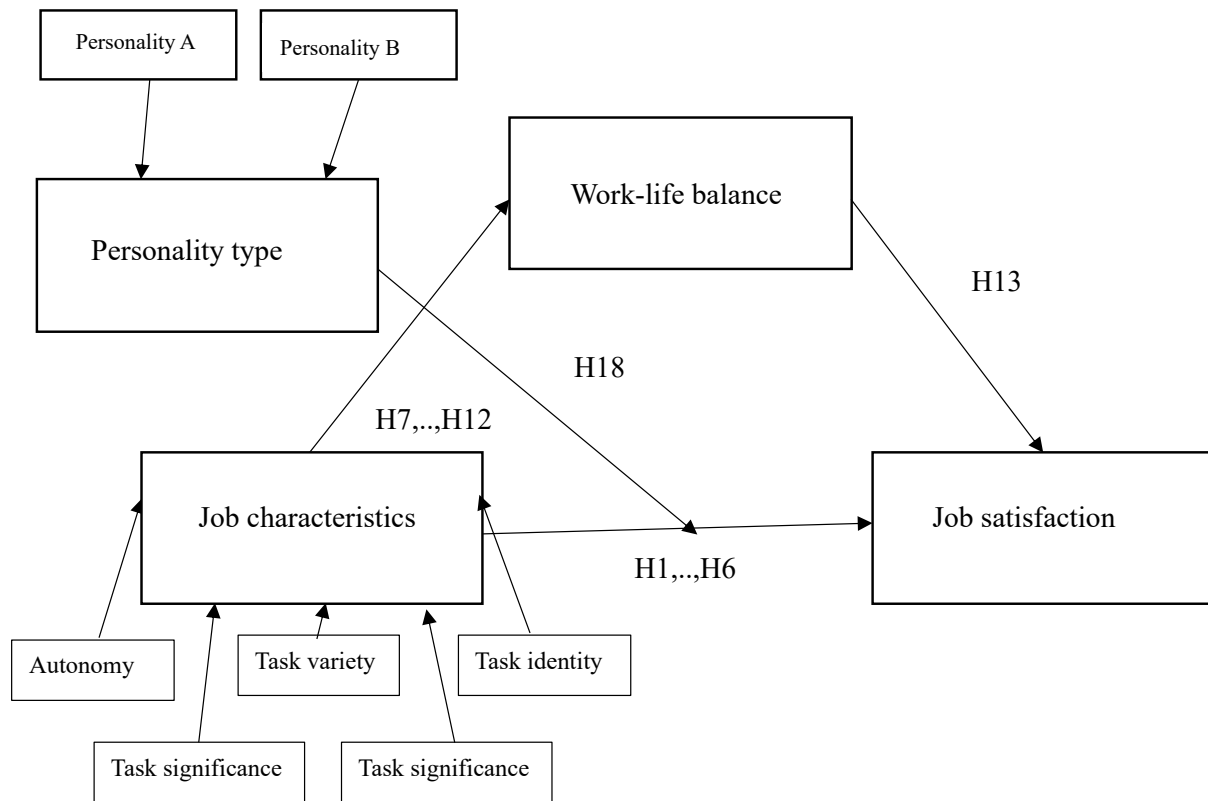
to determine what influence the personality type has on the relationship between job characteristics and job satisfaction of employees.

2.2. Research instrument and organization

Research instrument

To determine the effect of job characteristics (independent variable) on job satisfaction of employees (dependent variable), how this relationship is affected by work-life balance (mediator), and how personality type moderates the relationship between job characteristics and job satisfaction, based on the scientific literature and the constructs used in the conducted research, a questionnaire survey was made. General information is provided at the beginning of the questionnaire - the person conducting the survey, title, purpose, where the data obtained during the research will be used, and the aspect of anonymity is emphasized. The questionnaire consists of five parts: the first part is designed to describe the personality type of the respondents (22 questions), the second part contains statements to assess employee work-life balance (7 statements), the third part contains statements to determine employee job characteristics (12 statements), the fourth part contains statements designed to measure the job satisfaction of employees (13 statements), and the fifth part contains demographic questions (9 questions). The research model with statements is presented in Figure 2. It is important to mention that most of the questions presented in the research instrument are closed type. However, the questions related to the respondents' age and length of work in the company are open-ended.

2 figure. Research model with statements



Source: Prepared by the author

Measured factors and their measured constructs

To describe the *personality type* of the respondent's measurement scale of Bortner (1969) was adapted to measure PTBP. There are two main distinct personality categories based on behavioral patterns, PTA and PTB (Pervin, 2003). In this study, PTA was operationalized as time observant, competitive, impatient, multitasker, fast, pushes oneself, and ambitious. Whereas PTB was operationalized as casual, not very competitive, good listener, easy going, patient, having many interests, focusing one thing at a time, unexpressive, and self-satisfied (Bortner, 1969). As Bortner's (1969) personality scale has more general statements, so, items were rephrased to specifically describe PTBP in the work environment. For that purpose, a few items were adopted from the personality scale of Ayuningrum (2014). The questionnaire concludes with 22 questions. Statements are rated on a Likert scale from 1 to 6, where 1 is strongly disagree and 6 is strongly agree.

For the *work-life balance* measurement, the short version of the questionnaire (Checkscale7) developed and validated by Daniel and McCarraher (2000) was used. The short form contains seven items. Dex and Bond (2005) found that Checkscale7 is the proper scale to predict employees' work-life balance scores regardless of their age, gender, work position, and

work hours (Kim (2014)). According to a study exploring work-life balance in working women of Pune, Maharashtra (2018) Checkscale10 was a reliable measure, as the Cronbach's Alpha value was 0,73.

For *job characteristics* evaluation Khalid, U., Mushtaq, R., Khan, A. Z., and Mahmood, F. (2021) questionnaire was used. Job characteristics are measured with the self-reported measures of the JDS (Hackman and Oldham, 1976). Sample items with anchors of 1= very little and 7 = very much, included all five characteristics (task variety, task identity, task significance, feedback, and autonomy). The reliability of overall job characteristics is 0.94. The questionnaire consists of five criteria, which have 2 statements each, and the Feedback criteria have an additional 2 more statements.

Job satisfaction of employees is measured by Rodríguez, Van Landeghem, Lasio and Buyens (2017) questionnaire in which each statement was evaluated from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's Alpha value for determinants of job satisfaction is 0,63.

Demographic questions are presented at the end of the questionnaire, these questions are designed to check the distribution of respondents by gender, age, education, household composition, duration of work in the company, etc. Based on the research conducted (Afonso et al., 2021; Carillo et al., 2021; Sousa-Uva et al., 2021; Campo et al., 2021), it was decided to include the following demographic questions in the questionnaire:

- gender (male, female);
- age (number of years);
- education (*higher non-university, higher university (bachelor's degree), higher university (master's degree), doctorate, other*);
- duties (*leading, non-leading*);
- duration of work in the company (*number of years*);
- the country where the respondent works (*Lithuania, Denmark, Sweden, Norway, etc.*);
- position in the current organization (*analyst, consultant, customer relations manager, IT specialist, service provision specialist, project manager, manager, other*);
- number of persons living in the household (*1, 2, 3 and more*);
- are there dependents at home (underage children, disabled family members, etc.) (*yes, no*);

2.3. Selection of respondents and characteristics of the research sample

Explanation of the study sample and study units

During the quantitative research, the aim is to interview the employees working in the different sectors. The reason behind that the nature and characteristics of work vary from sector to sector. These differences make it possible to better assess how the nature of work and workload affect employees' work-life balance and job satisfaction understanding. It is important to mention that employees working in different companies are affected by different factors and organizational culture prevails. In addition, it would be difficult to survey one company due to confidentiality and sample size, as many respondents are required to conduct the survey.

The sample of respondents required for the research was calculated according to Pakalniškienė (2012) – in recent literature, it is stated that the sample size should be proportional to the number of variables used during the factor analysis. Based on the authors' findings, a proportion of 5:1 is being used in this work – at least five people for each variable and the formula below is applied:

$$n = p \times 5 \text{ where } n - \text{sample size; } p - \text{number of variables}$$

The formula applied to the research sample:

$$n = 54 \times 5 = 270$$

Based on this formula, it was estimated that the research requires at least 270 respondents.

Thus, to be able to perform reliable statistical calculations, about 270 respondents should participate in the study. It is important to mention that the selected sample size also meets the requirements of the selected statistical methods for the volume of data.

Nature of research, method of data collection

The survey was conducted in Lithuania where there are still many companies with general communication language as Lithuanian. For the aforementioned reason, a decision was made to distribute the questionnaire in Lithuanian. Data was collected using Apklausa.lt and the questionnaire was posted on social media platforms, such as Facebook, and LinkedIn. The quantitative study was carried out in February - April of 2024. It is important to mention that no less than 2 months were planned to collect the required data. This period was chosen since during the mentioned period many company employees are on Easter vacation or other

holidays, so the collection of survey data may take time. The average duration of filling out the survey was about 10 minutes.

Limitations of the study

Regarding the limitations of the study, it is important to mention that during the quantitative study, the respondents themselves must evaluate their personality type, and job characteristics which indicate their subjective perception and do not necessarily fully correspond to the real results. The study also used only quantitative methodology and used a single survey collection tool.

2.4. Research and data analysis methods

The quantitative research method was chosen for the empirical research, and the data of the mentioned research was collected with the help of a semi-standardized questionnaire survey. Quantitative analysis is used to test research hypotheses (H1, H2, H3, H4, H5, H6, H7, H8, H9, H10, H11, H12, H13, H14, H15, H16, H17). The independent variable was job characteristics (X), the dependent variable was the job satisfaction of employees (Y), the mediator was work-life balance (M), and the moderator was personality type (W).

The statistical software package *IBM SPSS Statistics 29.0* is used to process and analyze the quantitative research data.

- **Descriptive statistics** – used to present the general data of a study. For example, Heiden et al. (2021) using this method of analysis, present the characteristics of the respondents (describing the respondents according to certain characteristics - gender, profession, etc.), indicating standard deviations, averages, proportions, etc.
- **Cronbach's alpha analysis** is used to assess the reliability of quantitative research constructs. Cronbach's alpha can acquire values from 0 to 1, when Cronbach's alpha value is ≥ 0.7 , it can be said that the scale is reliable (Pakalniškienė, 2012).
- **Analysis of normal distribution (Kolmogorov-Smirnov and Shapir-Wilk tests)** - with the help of these tests, it is determined whether the available data correspond to a normal distribution (Chakraborty, Bhattacharya, 2022). It is said that the data corresponds to the normal distribution if the p-value of the tests is more than 0.05 (Jazdauskaite et al., 2021). However, if the data does not correspond to the normal distribution, the kurtosis and skewness coefficients must be calculated. According to

George, Mallery (2018), if excesses and asymmetries coefficient values are between -2 and +2, it can be said that the data is close to a normal distribution, and statistical tools for parametric data can be used to analyze this data.

- **Histogram analysis** - with the help of this analysis, it is checked whether the data is normally distributed or is close to the normal distribution (Stavrou, Kilaniotis, 2010). After constructing the histograms, it is possible to see how the data has deviated from the normal distribution, the data should resemble a bell shape.
- **Significance tests (Student's t-test and one-way analysis of variance ANOVA)** are used to determine whether there are statistically significant differences between respondents on certain demographic characteristics. T-test analysis is used for demographic characteristics consisting of 2 categories (Davis, Cates, 2013), and one-way ANOVA analysis is used for characteristics consisting of 3 or more statements (Spence, Robbins, 2010). According to the authors, it is considered that there are statistically significant estimates based on different characteristics among respondents if $p < 0.05$.
- **Linear regression analysis** is used to determine and evaluate the quantitative effect of the analyzed variables (Murauskas, Čekanavičius, 2014). During the analysis, research hypotheses (H1, H2, H3, etc.) are tested.
- **Mediator and moderator effect analysis** – used to assess the mediating effect of work-life balance and the moderating effect of job characteristics. The analysis is performed with the help of the Andrew F. Hayes plugin (PROCESS v4.2 macro) used in the SPSS software package (Hayes, 2018). The model used in this paper: 5 – analysis model that includes both mediator and moderator. It is important to mention that in the scientific literature, the PROCESS plugin is often used to perform both moderation and mediation analyses (Kowalski et al., 2022; Lisbona et al., 2018; Chambel et al., 2022; Grincevičienė, 2020; Stankevičienė et al., 2021).

2.5. Research database management

Data were collected using the Apklausa.lt site, although data collected on this platform can be directly imported into SPSS software, before moving data into SPSS software, they were primarily exported to Microsoft Excel spreadsheet software to fix it to the suitable format. The obtained data were reviewed and organized by changing the statements of the constructs into a numerical format according to the scale of each of them. The answers to the demographic

questions were also organized (e.g.: each respondent could write their age in the text, so such answers were converted to numbers) and the answers given by the respondents in the free-form boxes titled "other" were reviewed and, if necessary, grouped. Finally, the data were imported into the SPSS software, where data preparation and processing were carried out - variables, their types, scales, names, etc. were organized. Worth mentioning that all questions were mandatory, so all questions were answered.

To determine whether the statements/questions of the construct are compatible with each other, Cronbach's Alpha coefficient is calculated, which indicates the internal consistency of the statements of the construct (Pakalniškienė, 2012). According to the author, Cronbach's Alpha coefficient greater than 0,7 indicates that the construct is reliable and can be used.

8 table. Reliability of the scales presented by the authors of the construct and used in the study

Construct		Authors Cronbach's Alpha	Research Cronbach's Alpha
Personality type	Construct (22 statements)	-	0,839
	Latent factors of the construct		
	Personality type A (11 statements)	-	0,809
	Personality type A (12 statements)	-	0,795
Work-life balance	Construct (7 statements)	0,73	0,870
Job characteristics	Construct (12 statements)	0,94	0,710
	Latent factors of the construct		
	Task variety (2 statements)	-	0,656
	Task autonomy (2 statements)	-	0,644
	Task significance (2 statements)	-	0,723
	Task identity (2 statements)	-	0,711
	Feedback (4 statements)	-	0,678
Job satisfaction	Construct (13 statements)	0,63	0,916

Source: prepared by the author, according to Maharashtra (2018), Hackman and Oldham (1976), Rodríguez, D., Van Landeghem, H., Lasio, V., and Buyens, D. (2017)

Based on the obtained results of the reliability test of the questionnaire scales, it can be said that all the constructs used in this work are reliable - their Cronbach's Alpha coefficient values are near or higher than 0,7 (personality type $\alpha = 0,839$, work-life balance $\alpha = 0,870$, job characteristics $\alpha = 0,710$, job satisfaction $\alpha = 0,916$ (Table 8)).

3. The mediation effect of work-life balance on the relationship between personality type and job satisfaction while moderating job characteristics Research results

This part of the work contains quantitative research that aims to determine the mediation effect of work-life balance on the relationship between personality type and job satisfaction while moderating job characteristics results. Firstly, descriptive statistics of the research sample are presented according to the demographic characteristics of the respondents. After that, the relationships between the selected variables are analyzed - the aim is to determine the influence of personality type on work-life balance and job satisfaction, the influence of work-life balance on job satisfaction of employees, and the influence of the job characteristics on work-life balance and job satisfaction of employees. Finally, a mediational and moderating analysis is conducted, which aims to find out the mediation effect of work-life balance on the relationship between personality type and job satisfaction and the moderating effect of job characteristics on the relationship between job satisfaction and work-life balance.

3.1.Socio-demographic distribution of respondents

270 respondents participated in the mentioned quantitative study. As it was mentioned in the second part of the work, to be able to perform reliable statistical calculations, about 270 respondents should participate in the study. Therefore, it can be stated that the obtained research sample is sufficient.

To find out the socio-demographic characteristics of the respondents, the respondents were asked questions about gender, age, education, management/non-management positions, working time in the current organization, the country where they work, position, and number of persons living in the household (Table 9).

9 table. Descriptive statistics of respondents

Characteristics	Categories	N	Share, %
Gender	Female	221	82
	Male	47	17
	Prefer not to say	2	1
Age	18-25	84	31
	26-35	64	24
	36-45	51	19
	46-55	64	24
	56 <	7	2
Education	Secondary education	91	34
	Associates Degree	63	23

	Bachelor's Degree	83	31
	Master's Degree	32	12
	Doctorate	1	0
Having subordinates	Yes	55	20
	No	215	80
Work experience in the current organization	0-1	75	28
	2-5	93	34
	6-10	36	13
	11-20	42	16
	21 and more	24	9
Country of employment	Lithuania	260	96
	Germany	4	2
	Norway	1	0
	Other	5	2
Current position	Analyst	24	9
	Consultant	40	15
	Customer relationship manager	9	3
	IT specialist	4	1
	Service delivery specialist	76	28
	Project manager	14	5
	Manager	24	9
	Production worker	25	9
	Other	54	21
Number of persons in household	1	40	15
	2	102	38
	3 and more	128	47
Dependents	Yes	88	33
	No	182	67

Source: prepared by the author

The analysis of the performed data showed that out of 270 respondents, 17% of the respondents are men, 82% are women, and the remaining 1% of respondents preferred not to reveal their gender. Regarding the age of the respondents, most of them belong to the age group of 18-25 years (31%). Meanwhile, the least number of respondents are 56 years old or older (2%). Although the share of respondents is quite similar in all age groups, the average age of respondents is 36 years, the youngest respondent is 18 years old, and the oldest is 64 years old. It was noticed that almost half of respondents have a higher education - 43%, of which 12% have a master's degree, and 31% - have a bachelor's degree. It is noticeable that a large proportion of respondents have secondary (high school) education – 34%. Based on the

analysis of scientific literature, it was found that factors such as the number of dependents at home, and the number of family members living together also influence job satisfaction, so they were also included in the questionnaire. It was observed that 47% of respondents' households consist of 3 or more persons, 38% - 2 persons, and 15% of respondents live alone. Also, more than half (67%) of all respondents don't have dependents (children, disabled family members, etc.) at home.

Even though the questionnaire was distributed only in Lithuania, 2% of respondents work in Germany, and the other 2% work in other countries such as the Netherlands and the United Kingdom. Respondents were also asked how long they had been working at their current organization, 34% had been working in the organization between 2 and 5 years, and a similar part of respondents had been working for up to 1 year (28%), it is also interesting that even 9% of all respondents who took part in the survey have been working in their current organization for 21 years and more. Regarding the positions of the respondents, the majority of them occupy service delivery specialist positions (28%), and the least – are IT specialists (1%), 21% of respondents identified other positions than suggested in the questionnaire, which means that the questionnaire was answered by different background people. Even 80% of all respondents do not hold management positions and do not have people under their direct control.

3.2.Data descriptive statistics and the normality testing

To determine the job characteristics of the respondents, 12 questions were asked, which analyzed 5 characteristics: task variety, task identity, task significance, feedback, and autonomy. Based on the received data, it was observed that on average, the respondents work in quite diverse jobs, since the median of the questions describing this variable is higher than 3,5, the respondents on average neither agree nor disagree that their work requires a high level of abilities. Respondents also work in jobs where they can complete the work they started, as the assessment of the statements of the mentioned construct is higher than 5 points. On the other hand, on average respondents prepare tasks that affect other colleagues, because the assessment is higher than 5 points, however, it is not that significant in the broader scheme of things as the assessment is a bit higher than 3 points. At the same time, the respondents value autonomy at work quite moderately as this construct assessment is a bit less than 5 points. A similar assessment is regarding the feedback variable. The majority of respondents stated that

by doing the work they have an opportunity to know how they are performing, and supervisors provide feedback regarding their work.

10 table. Descriptive statistics of empirical research data

Element	Statement	M	SD
Job characteristics (12 questions) Minimum: 1 Maximum: 7	My job requires a person to use a number of complex or high-level skills.	4,44	1,753
	My job is quite simple and repetitive*	3,87	1,831
	My job provides me the chance to completely finish the piece of work that I begin.	5,07	1,526
	My job is arranged so that I do not have the chance to do an entire piece of work from beginning to an end*	3,36	1,811
	My job is one where a lot of other people can be affected by how well the work gets done.	5,21	1,685
	My job itself is not very significant or important in the broader scheme of things*	3,14	1,815
	My job gives me considerable opportunity for independence and freedom in how I do the work.	4,66	1,702
	My job denies me any chance to use my personal initiative or judgment in carrying out my work*	3,19	1,747
	Just doing the work required by the job provides many chances for me to figure out how well I am doing.	4,56	1,616
	The job itself provides very few clues about whether or not I am performing well*	3,28	1,792
	Supervisors often let me know how well they think I am performing the job.	4,11	1,864
	The supervisors and co-workers on my job almost never give me any “feedback” about how well I am doing work*	3,46	1,836
Personality type (22 questions) Minimum: 1 Maximum: 6	My job performance should be better than my colleagues.	3,89	1,407
	I must finish my work even though I get late from work.	3,66	1,560
	I am impatient while waiting for someone.	3,86	1,352
	I am impatient whenever I have to wait for my colleagues to finish their work.	3,43	1,425
	I try to complete as much work as possible in a short period of time.	3,97	1,368
	I perform many tasks at one time.	3,85	1,362
	I am constantly improving my position or work performance.	3,65	1,429
	I love to compete.	3,49	1,455
	I don't like to be late for appointments.	4,93	1,317
	I like to do things very fast.	3,98	1,398
	I do not like to listen to people for prolonged time period.	3,61	1,450
	I have many hobbies.	4,09	1,315
I am satisfied with my present situation.	3,96	1,401	

	I am always willing to listen to someone.	4,72	1,167
	I complete my work patiently.	4,39	1,150
	I focus on one task at a time.	4,04	1,278
	I proceed to the next task after completing the current task.	3,80	1,392
	I usually hide what I feel.	3,88	1,384
	I do not believe in competing with coworkers.	3,92	1,392
	I believe in self-satisfaction rather than other's opinions about me.	4,16	1,282
	I remain calm even during extra workload.	3,69	1,313
	I patiently wait for others.	3,80	1,368
Work-life balance (7 questions) Minimum: 1 Maximum: 6	At the moment because job demands it, I usually work long hours.	3,20	1,703
	I have to take work most evenings.	2,87	1,614
	I often work late or at weekends to deal with paperwork without interruptions.	2,60	1,509
	Relaxing and forgetting about work issues is hard to do.	3,37	1,598
	I worry about the effect of work stress on my health.	3,63	1,541
	Finding time for hobbies, vacation activities, or to maintain friendships and extended family relationships is difficult.	3,05	1,469
	I would like to reduce my working hours and stress levels but feel I have no control over the current situation.	3,51	1,582
Job satisfaction (13 questions) Minimum: 1 Maximum: 5	I feel fairly satisfied with my present job.	3,56	1,071
	Most days I am enthusiastic about my work.	3,35	1,026
	Each day at work seems like it will never end*	2,66	1,075
	I find real enjoyment in my work.	3,23	1,038
	I consider my job to be rather unpleasant*	2,43	1,134
	I am satisfied with the chance to try out some of my own ideas.	3,57	1,074
	I am satisfied with the chance to do new and original things on my own.	3,41	1,099
	I am satisfied with the chance to try something different	3,60	1,096
	I am satisfied with the chance to develop new and better ways to do my job.	3,61	1,060
	I am satisfied with the chance to try my own methods of doing my job.	3,63	1,040
	I am satisfied with the chance to be responsible for planning my work.	3,80	1,038
	I am satisfied with the chance to make decisions on my own.	3,69	1,052
	I am satisfied with the freedom to use my own judgment.	3,69	1,077

Source: prepared by the author

Note: N=270, M – mean, SD - Std. Deviation, * - opposite statement

The results of the research show that respondents exhibited PTB (158 respondents) personality type slightly more than PTA (112 respondents) as personality type B statements (12-22 statements) assessment is higher than personality A (1 – 11 statements). It is transparent

that respondents have a work-life balance, the evaluation of all the statements of the mentioned construct is not higher than 3,6 points, whereas this construct statements assessment lower score means better work-life balance. Meanwhile, the job satisfaction of employees is evaluated as quite average as the majority of the statements are evaluated on average more than 3 points, but not one of them is evaluated more than 4 points.

After organizing and verifying the data and assessing the reliability of the constructs, the normality of the data is further analyzed - the aim is to find out what is the distribution of the obtained data, and after determining it, it is possible to correctly choose statistical methods for further analysis. Kolmogorov-Smirnov and Shapiro-Wilk tests are performed to check whether the distribution of variables satisfies the condition of normality. The mentioned tests allow to confirm or reject the null hypothesis, which states that there is no difference between the available and normally distributed data (Murauskas, Čekanavičius, 2014). The null hypothesis is to be confirmed if the p-value (Sig.) is greater than 0,05. However, based on the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests, it can be stated that only personality type A of all the analyzed variables meets the conditions of the normal distribution test, as p values of other variables are lower than 0,05 (Table 10).

11 table. The normality of the data tests

	Kolmogorov-Smirnov		Shapiro-Wilk	
	Statistic	Sig.	Statistic	Sig.
Job characteristics	0,057	0,032	0,992	0,128
Job characteristics (task variety)	0,075	0,001	0,973	0,000
Job characteristics (task identity)	0,125	0,000	0,955	0,000
Job characteristics (task significance)	0,137	0,000	0,945	0,000
Job characteristics (task autonomy)	0,127	0,000	0,955	0,000
Job characteristics (feedback)	0,084	0,000	0,985	0,005
Personality type	0,111	0,000	0,930	0,000
Personality type (A)	0,050	0,098	0,992	0,166
Personality type (B)	0,084	0,000	0,966	0,000
Work-life balance	0,051	0,083	0,984	0,005
Job satisfaction	0,095	0,000	0,964	0,000

Source: prepared by the author

Since the data does not meet the condition of a normal distribution, the aim is to ascertain whether the data is close to a normal distribution. For this reason, the coefficient of asymmetry is analyzed - the shift of data to the left and right from the normal distribution (*skewness*) and the kurtosis. According to George, Mallery (2018), skewness and kurtosis values between -2 and +2 are considered acceptable. In this case, the values of the asymmetry and kurtosis coefficients range between -0,678 and 3,626, most of them are close to the normal distribution as they fall within the range between -1 and 1, except for personality type, which has a value equal to 3,626 (personality type B: 1,861) and does not enter the mentioned range. However, despite this, Hair et al. (2010) and Bryne (2010) argued that data is normal if skewness is between -2 to 2 and kurtosis is between -7 to 7, not a single value exceeds the limits of skewness -2 and 2 and kurtosis -7 and 7 (Table 12), so it can be said that the data are not normally distributed but are close to the normal distribution. For this reason, the decision was made to consider the data as parametric and to apply statistical analysis to them.

12 table. Values of skewness and kurtosis

	Skewness	Kurtosis
Job characteristics	-0,126	0,159
Job characteristics (task variety)	-0,197	-0,581
Job characteristics (task identity)	-0,467	0,130
Job characteristics (task significance)	-0,480	-0,176
Job characteristics (task autonomy)	-0,272	-0,376
Job characteristics (feedback)	-0,251	0,133
Personality type	-0,678	3,626
Personality type (A)	-0,135	0,288
Personality type (B)	-0,639	1,861
Work-life balance	-0,124	-0,546
Job satisfaction	-0,675	0,513

Source: prepared by the author

To analyze the variables in more detail, Appendix 3 of the paper contains histograms of the mentioned variables, which show the distribution of the available data and how they should be distributed compared to the normal distribution. If the data is normally distributed, the histograms should be bell-shaped (Pakalniškienė, 2012). For example, when analyzing the histogram of personality type, it is noticed that the data resembles a normal distribution, but

the histogram is visualized as a thin “bell” with a high peak. There are some shifts to the left or right in the histograms, but in general, the distribution of the data is quite close to a bell shape. However, as it was mentioned, although the data are not normally distributed, they are close to the normal distribution, and their analysis is performed by applying the requirements of parametric data.

3.3. Analysis of statistically significant evaluation averages

One of the tasks of the research is to determine the differences in job characteristics, personality type, work-life balance, and job satisfaction of employees according to the demographic characteristics of the respondents. For this reason, significance tests are used - in those categories with only two groups (for example, gender, management/non-management position, or whether there are dependents) Student t-test for independent samples is calculated. When performing tests, it is checked whether the differences between the means - variances are statistically significant, Levene test is used for this purpose. If the p-value of Levene test is $p \geq 0,05$, then there is no difference between the variances, and they are equal. Meanwhile, based on the p-value of the t-test, it can be determined whether the ratings are different between the selected groups, if $p < 0,05$, then the ratings are different, if $p \geq 0,05$, the ratings are not different. Meanwhile, for categories with more than two groups (for example, age, education, length of employment in the current organization, position, and number of persons living in the household), the analysis of variance (ANOVA) is used.

Based on the obtained results, it was found that the difference between the averages of managerial and non-managerial positions is not statistically significant ($p > 0,05$), there are no differences in evaluations between managerial and non-managerial positions. Also, no differences in evaluations were observed between respondents with and without dependents. However, it was found that there are noticeable differences between men's and women's evaluations (13 table). Males tend to be more satisfied with their job ($M = 47,5106$) than female employees ($M = 45,6697$).

13 table. Job characteristics, personality type, work-life balance, and job satisfaction comparison by gender

	Female		Male		t	p
	M	SD	M	SD		
Job characteristics	55,3167	9,6643	57,9362	7,9739	-1,736	0,206

Personality type	86,7602	14,0881	87,1915	15,7047	-0,187	0,897
Work-life balance	26,8281	8,2955	26,6383	8,3729	0,142	0,546
Job satisfaction	45,6697	10,2178	47,5106	7,3363	-1,172	0,018

Source: prepared by the author

Note: $N=268$, M – mean, SD - Std. Deviation

A one-way analysis of variance (ANOVA) also aims to test variances, whether the differences between the means of several groups are statistically significant. Based on the ANOVA p-value and determining that there are statistically significant differences between the means (if $p < 0,05$, then the differences between the means are statistically significant), Post Hoc tests (such as the LSD or Bonferroni test) are performed to determine which group means have a statistically significant difference.

After performing the aforementioned analysis, it was found that there were no significant differences according to different age groups, current positions, and work experience in the current organization. However, there are different assessments of job satisfaction among different groups of educated employees (Appendix 4). The Bonferroni test was chosen to test differences in group means. Based on the results of the mentioned test, it can be said that according to job satisfaction, a statistically significant difference exists between master's degree and secondary education employees (group mean difference is 5,86). Thus, employees with master's degrees tend to be more satisfied with their jobs than employees with secondary degrees.

Based on the results obtained, differences between employees of different numbers of persons in the household are observed in the evaluations of personality type (Appendix 5). The results of the Bonferroni test show that, according to personality type, there is a statistically significant difference between one person in the household and 2 persons in the household (group mean difference -6,64). It can be said that a person living alone tends to have a different personality type than a person living in 2 person household.

3.4. Regression analysis of relationships between model variables

This paper analyzes the conceptual model of the study, based on which it is aimed to determine the influence of individual characteristics and work-life balance on employee job satisfaction and how job characteristics affect work-life balance. To determine what

relationships exist between the research variables and how they interact with each other, four linear regression models were constructed:

The first model (1): The influence of job characteristics on employees' job satisfaction.

The second model (2): The influence of job characteristics on work-life balance.

The third model (3): The influence of work-life balance on employees' job satisfaction.

The fourth model (4): The influence of job characteristics and work-life balance on employees' job satisfaction.

While analyzing the scientific literature, it was noticed that personality type is analyzed as an independent variable, therefore, it is also aimed to determine its influence on different factors. For this reason, two more linear regression models were made, where the independent variable (X) is personality type, and the dependent variables (Y) are job satisfaction and job characteristics, with the help of these models, the aim is to determine the influence of personality type on job characteristics and job satisfaction of employees:

The fifth model (5): The influence of personality type on employees' job satisfaction.

The sixth model (6): The influence of personality type on job characteristics.

The first model analyzes the influence of job characteristics on employees' job satisfaction. In the mentioned model, the dependent variable is the employee's job satisfaction (Y), and the independent variable is the job characteristics (X). Linear regression analysis revealed that the ANOVA F value was 122,413 with $p < 0,001$, which is less than 0,05 (Table 14). The obtained Durbin-Watson value, which is equal to 1,817, also shows that the regression model is suitable for prediction. The model's coefficient of determination is equal to 0,314 ($R^2_{adj} = 0,311$).

14 table. A regression analysis model of job characteristics to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	13,724		4,634	<0,001	
Job Characteristics	0,579	0,052	11,064	<0,001	1,000

Source: prepared by the author

Note: $N=270$

Based on the obtained results, it is obvious that the constructed model is suitable for explaining the dependent variable. In other words, job characteristics explain 31,1% of the job satisfaction of employees. Thus, based on the obtained results, it can be stated that the effect

of job characteristics on the job satisfaction of the employee is statistically significant and positive, therefore hypothesis H1, which states that job characteristics have a positive influence on job satisfaction, is confirmed – as the job characteristics (task variety, task identity, task significance, feedback, and autonomy) increase, job satisfaction should also improve. The regression equation was also obtained:

$$JS = 13,724 + 0,579*JC + e, \text{ where}$$

JS – Job satisfaction

JC – Job characteristics

e - Residual error

Since the independent variable job characteristics have five components, it is important to assess the influence of these components on job satisfaction. The first component analyzed was task autonomy. Linear regression analysis revealed that the ANOVA F value was 75,966 with $p < 0,001$, which is less than 0,05 (Table 14). The obtained Durbin-Watson value, which is equal to 1,811, also shows that the regression model is suitable for prediction. The model's coefficient of determination is equal to 0,221 ($R^2_{adj} = 0,218$).

15 table. A regression analysis model of task autonomy to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	29,430		14,894	<0,001	
Task autonomy	1,752	0,470	8,716	<0,001	1,000

Source: prepared by the author

Note: $N=270$

The constructed model is suitable for explaining the dependent variable. In other words, job characteristic task autonomy explains 21,8% of the job satisfaction of employees. Thus, based on the obtained results, it can be stated that the effect of task autonomy on the job satisfaction of the employee is statistically significant and positive, therefore hypothesis H2, which states that job characteristic task autonomy has a positive influence on job satisfaction, is confirmed. The regression equation was also obtained:

$$JS = 29,43 + 1,752*JCTA + e, \text{ where}$$

JS – Job satisfaction

JCTA – Job characteristic (task autonomy)

e - Residual error

The second component that was analyzed is task variety. Linear regression analysis revealed that the ANOVA F value was 20,892 with $p < 0,001$, which is less than 0,05. The data are suitable for regression analysis and there is a statistically significant positive (β standard = 0,269) relationship between the variables (table 15).

16 table. A regression analysis model of task variety to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	38,452		21,919	<0,001	
Task variety	0,884	0,269	4,571	<0,001	1,000

Source: prepared by the author

Note: $N=270$

The Durbin-Watson value of 1,921 shows that there is no autocorrelation and the regression model can be used for the forecasting. The obtained R^2 value is equal to 0,072 ($R^2_{adj} = 0,069$), which means that the independent variable – task variety - explains only about 6,9% of the dependent variable job satisfaction. Since the value of the coefficient of determination (R^2) is less than 0,20, it can be said that the relationship between the variables is weak. Thus, the regression model is unsuitable, and the hypothesis H3 is rejected.

The third component that was analyzed is task identity. Linear regression analysis revealed that the ANOVA F value was 15,504 with $p < 0,001$, which is less than 0,05. The data are suitable for regression analysis and there is a statistically significant positive (β standard = 0,234) relationship between the variables (table 17).

17 table. A regression analysis model of task identity to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	37,186		16,034	<0,001	
Task identity	0,910	0,234	3,937	<0,001	1,000

Source: prepared by the author

Note: $N=270$

The Durbin-Watson value of 1,84 shows that there is no autocorrelation and the regression model can be used for the forecasting. The R^2 value is equal to 0,055 ($R^2_{adj} = 0,051$), which means that the independent variable – task identity - explains only about 5,1% of the

dependent variable job satisfaction. Thus, the regression model is unsuitable, and the hypothesis H4 is rejected.

The fourth component analyzed was task significance. Linear regression analysis revealed that the ANOVA F value was 31,822 with $p < 0,001$, which is less than 0,05 (Table 18). The obtained Durbin-Watson value, which is equal to 1,878, also shows that the regression model is suitable for prediction. The model's coefficient of determination is equal to 0,106 ($R^2_{adj} = 0,103$). As the independent variable – task significance - explains only about 10,3% of the dependent variable job satisfaction the regression model is unsuitable, and hypothesis H5 is rejected.

18 table. A regression analysis model of task significance to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	34,045		15,489	<0,001	
Task significance	1,189	0,326	5,641	<0,001	1,000

Source: prepared by the author

Note: $N=270$

The fifth job characteristics component analyzed was feedback. Linear regression analysis revealed that the ANOVA F value was 55,234 with $p < 0,001$, which is less than 0,05 (Table 19). The obtained Durbin-Watson value, which is equal to 1,898, also shows that the regression model is suitable for prediction. The model's coefficient of determination is equal to 0,171 ($R^2_{adj} = 0,168$). As the independent variable – feedback - explains only about 16,8% of the dependent variable job satisfaction the regression model is unsuitable, and hypothesis H6 is rejected.

19 table. A regression analysis model of feedback to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	29,380		12,746	<0,001	
Feedback	0,928	0,413	7,432	<0,001	1,000

Source: prepared by the author

Note: $N=270$

After performing the regression analysis of work characteristics, it can be concluded that the most accurate model analyzing the influence of this variable on job satisfaction can be

obtained by analyzing all components together whereas the individual components explain less of the dependent variable job satisfaction than all of them together.

The second linear regression model analyses the influence of job characteristics on work-life balance. In this model, the independent variable is job characteristics (X) and the dependent variable is the work-life balance (Y). The ANOVA F value obtained after performing the linear regression analysis is equal to 4,073, and $p = 0,045$, since $p < 0,05$, it means that the data are suitable for regression analysis and there is a statistically significant positive (β standard = 0,122) relationship between the variables (Table 20).

20 table. A regression analysis model of job characteristics to explain the work-life balance.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	20,826		6,966	<0,001	
Job Characteristics	0,107	0,122	2,018	0,045	1,000

Source: prepared by the author

Note: $N=270$

Moreover, the obtained Durbin-Watson value of 2,084 shows that there is no autocorrelation, and the regression model can be used for the forecasting. The obtained R^2 value is equal to 0,015 ($R^2_{adj} = 0,011$), which means that the independent variable – job characteristics - explains only about 1,5% of the dependent variable - the work-life balance. Since the value of the coefficient of determination (R^2) is less than 0,20, it can be said that the relationship between the variables is very weak. Thus, the regression model is unsuitable, and the hypothesis H7 is rejected. In other words, job characteristics do not significantly affect work-life balance.

The similar results were obtained when analyzing the influence of each work characteristic component on work-life balance separately (Table 21). The work-life balance is explained the most by component task identity (4,7%) and it is even more than analyzing all components together (1,5%). However, since the value of the coefficient of determination (R^2) is less than 0,20, the relationships are weak. Worth mentioning that the components' task significance and task variety data are not suitable for regression analysis as $p > 0,05$. Thus, the regression models are unsuitable, and the hypotheses H8, H9, H10, H11, H12 are rejected.

21 table. A regression analysis models values of job characteristics components to explain the work-life balance.

Job Characteristics component	ANOVA F value	p	Durbin-Watson value	R² value	R²_{adj} value
Task variety	2,645	0,105	2,074	0,010	0,006
Task identity	14,317	<0,001	2,070	0,051	0,047
Task significance	0,075	0,784	2,083	0,000	-0,003
Feedback	4,111	0,044	2,088	0,015	0,011
Task autonomy	6,187	0,013	2,080	0,023	0,019

Source: prepared by the author

Note: N=270

The third linear regression model analyzes the influence of work-life balance on the job satisfaction of the employee. In this case, the dependent variable is the employee's job satisfaction (Y), and the independent variable is work-life balance (X). After the linear regression analysis, the ANOVA F value is equal to 2,957 and $p = 0,087$, since $p > 0,05$, therefore, the work-life balance does not have a significant impact on the job satisfaction of employees. The coefficient of determination of the model is equal to 0,011 ($R^2_{adj} = 0,007$). This means that it does not matter if an employee has a work-life balance, it does not affect his/her job satisfaction. Based on the obtained results, the hypothesis H13 is rejected.

With the help of the fourth model, it is aimed to determine the influence of job characteristics and work-life balance on employees' job satisfaction. For this reason, a multinomial linear regression model was constructed, where job characteristics and work-life balance are the independent variables (X), and the job satisfaction of the employee is the dependent variable (Y). After performing a multinomial linear regression analysis with two independent variables, the obtained results show that the constructed model is suitable: The ANOVA F value is equal to 61,351, $p < 0,001$, and $R^2 = 0,315$ ($R^2_{adj} = 0,310$). Hence, there is a statistically significant relationship between the variables and the model is suitable for explaining the dependent variable. The Durbin-Watson value is equal to 1,806, which once again confirms the suitability of the model. It is important to mention that in all cases $VIF \leq 4$, therefore there is no multicollinearity problem. The mentioned results show that work-life balance and job characteristics have a significant impact on the job satisfaction of an employee, and both independent variables –work-life balance and job characteristics explain 31% of the job satisfaction of an employee.

22 table. A regression analysis model of work-life balance and job characteristics to explain job satisfaction.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	12,822		3,981	<0,001	
Work-life balance	0,043	0,037	0,715	0,475	1,015
Job characteristics	0,575	0,555	10,833	<0,001	1,015

Source: prepared by the author

Note: N=270

Based on the beta standardized coefficients, it can be said that job characteristics (0,555) have a much stronger effect on the job satisfaction of an employee than work-life balance (0,037). However, both of the aforementioned coefficients are positive, so it can be said that work-life balance and job characteristics have a positive influence on the job satisfaction of the employee. Since it was found that the work-life balance does not have a significant influence on the job satisfaction of the employee ($p > 0,05$), this variable should be removed from the model and the previously described model is obtained (the first model).

The fifth model analyzes the influence of personality type on the job satisfaction of employees. In this model, the independent variable is personality type (X) and the dependent variable is the job satisfaction of employees (Y). Firstly, the influence of personality A is analyzed. After the linear regression analysis, the ANOVA F value is equal to 21,620 and $p < 0,001$ which is less than 0,05. The data are suitable for regression analysis and there is a statistically significant positive (β standard = 0,273) relationship between the variables (table 22).

23 table. A regression analysis model of personality A to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	33,581		12,267	<0,001	
Personality A	0,294	0,273	4,650	<0,001	1,000

Source: prepared by the author

Note: N=270

The Durbin-Watson value of 1,949 shows that there is no autocorrelation and the regression model can be used for the forecasting. The obtained R^2 value is equal to 0,075 ($R^2_{adj} = 0,071$), which means that the independent variable personality A explains only about 7,1% of the dependent variable job satisfaction. Since the value of the coefficient of determination

(R^2) is less than 0,20, it can be said that the relationship between the variables is weak. Thus, the regression model is unsuitable, and the hypothesis H14 is rejected.

The similar results were found while analyzing the influence of personality B. After the linear regression analysis, the ANOVA F value is equal to 22,790 and $p < 0,001$ which is less than 0,05. The data are suitable for regression analysis and there is a statistically significant positive (β standard = 0,280) relationship between the variables (Table 24).

24 table. A regression analysis model of personality B to explain the job satisfaction of an employee.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	31,285		9,961	<0,001	
Personality B	0,332	0,280	4,774	<0,001	1,000

Source: prepared by the author

Note: $N=270$

The Durbin-Watson value of 1,814 shows that there is no autocorrelation and the regression model can also be used for the forecasting. The obtained R^2 value is equal to 0,078 ($R^2_{adj} = 0,075$), which means that the independent variable personality B explains only about 7,5% of the dependent variable job satisfaction. Thus, the regression model is unsuitable, and the hypothesis H15 is rejected.

The sixth linear regression model analyses the influence of personality type on job characteristics. After the linear regression analysis of personality A, the ANOVA F value is equal to 4,280 and $p = 0,040$ which is less than 0,05 (Table 25).

25 table. A regression analysis model of personality A to explain the job characteristics.

Regression model	Unstandardized B	Standardized B	t	p	VIF
Constant	50,249		18,409	<0,001	
Personality A	0,130	0,125	2,069	0,040	1,000

Source: prepared by the author

Note: $N=270$

The Durbin-Watson value of 1,714 shows that there is no autocorrelation and the regression model can be used for the forecasting. The obtained R^2 value is equal to 0,016 ($R^2_{adj} = 0,012$), which means that the independent variable personality A explains only about 1,2%

of the dependent variable job characteristics. The relationship between the variables is weak and the regression model is unsuitable, the hypothesis H16 is rejected.

After the linear regression analysis of personality B, the ANOVA F value is equal to 0,830 and $p = 0,363$ since $p > 0,05$, therefore, personality B does not have a significant impact on the job characteristics. The coefficient of determination of the model is equal to 0,003 ($R^2_{adj} = -0,001$). This means that it does not matter what personality type an employee has it does not affect his/her job characteristics. Based on the obtained results, the hypothesis H17 is rejected.

3.5. Analysis of the mediating effect of work-life balance and moderating effect of personality type

The conceptual model of this work states that work-life balance mediates the relationship between job characteristics and job satisfaction, whereas personality type plays a moderating role between job characteristics and job satisfaction. Andrew F. Hayes plugin (PROCESS v4.2 macro) is used to confirm or reject the above model and to perform mediator and moderator effect analysis. With the help of the mentioned plug-in, the analysis is performed according to model 5 which corresponds to the conceptual model of the work: the independent variable is job characteristics (X), the dependent variable is job satisfaction (Y), while the moderator is the personality type (W), and the mediator (M) is work-life balance.

The moderating effect of personality type

According to Hayes (2018), the effect of the independent variable on the dependent variable may depend on another factor, which is called a moderator. If the size, direction, and strength of the said effect depends on or can be explained by the third variable (W), then W is a moderator of the effect of the independent variable on the dependent variable. The classic moderator model consists of a dependent variable (X), an independent variable (Y), and a moderator (W). For instance, in mediation analysis, the effect of the independent variable on the dependent variable is moderated by another variable - the mediator, which means that the effect of X on Y depends on the third variable - M. Meanwhile, in the moderation analysis, X does not have a direct effect on the moderator (W), which means that the effect of the independent variable on the moderator is unconditional (Hayes, 2018).

Based on the analysis of the scientific literature, it is assumed that the relationship between job characteristics and job satisfaction increases with improving work-life balance. This means that if the employee has a work-life balance, the job characteristics have a greater

influence on his job satisfaction than that of an employee who does not have a work-life balance. In the moderation analysis, the independent variable is job characteristics (X), the dependent variable is job satisfaction (Y), and the moderator (W) is personality type. The Johnson-Neyman procedure determines the moderation threshold values, and the -1SD, Mean, and +1SD are used to determine the effect size.

26 table. A regression model summary for moderator analysis (moderator: personality type A)

Independent variable	Moderator and independent variable effect			The moderating effect		
	R ²	F	p	ΔR ²	F	p
Job characteristics	0,3869	41,8123	0,0000	0,0182	7,8654	0,0054
<i>Task autonomy</i>	0,2889	26,9128	0,0000	0,0050	1,8472	0,1753
<i>Task variety</i>	0,1743	13,9802	0,0000	0,0002	0,0581	0,8097
<i>Task identity</i>	0,1801	14,5554	0,0000	0,0073	2,3457	0,1268
<i>Task significance</i>	0,2242	19,1505	0,0000	0,0157	5,3507	0,0215
<i>Feedback</i>	0,2460	21,6190	0,0000	0,0039	1,3697	0,2429

Source: prepared by the author

Note: N=270, independent variable: job characteristics, Int_1, dependent variable: job satisfaction

A regression model describes the relationship between the independent variable and the dependent variable. Based on the coefficient of determination, which is equal to 0,3869, it can be said that the mentioned model explains 38,69% of job satisfaction (Table 26). ANOVA F value is equal to 41,8123 and p = 0,000 which is less than 0,05 and means there is a statistically significant relationship between the variables.

Judging by the values of the 95% confidence intervals of the additional variable Int_1 in the model, which is equal to -0,0263 and -0,0046 (less than 0,05), respectively, and the p-value is 0,0054 (also less than 0,05), it can be said that there is a statistically significant moderation (Table 27).

27 table. Plot of regression model for moderator analysis (moderator: personality type A)

Regression model	Coefficient	t	p	95% confidence intervals	
				LLCI	ULCI
Constant	-35,5078	-2,6070	0,0097	-62,3249	-8,6906
Job characteristics	1,1919	4,9442	0,0000	0,7173	1,6666
Work-life balance	0,1437	2,3397	0,0200	0,0228	0,2646
Personality type A	1,1306	3,6206	0,0004	0,5158	1,7455
Int_1	-0,0155	-2,8045	0,0054	-0,0263	-0,0046

Source: prepared by the author

Note: $N=270$, *LLCI* – lower level confidence interval, *ULCI* – upper-level confidence interval

During the moderation analysis, all respondents are divided into three groups according to how strongly expressed personality type A: those who express weakly personality A – a low intensity of personality A, a medium, and those who highly express personality A – a high intensity of personality A. Separate regressions are calculated for these groups and the differences in the coefficients of determination are analyzed. When comparing the groups, it is observed that between groups (extremity of one moderator and extreme of another moderator) the explanation improves, as the change in the coefficient of determination (R^2_{adj}) is equal to 0,0182. Since p is less than 0,05, it can be said that the change is statistically significant and there is a moderating effect.

The summary of three separate regression equations is analyzed, where the low intensity of personality A is 33,21%, the medium is 42,32% and the high is 51,43% (Table 28). The table provides the main information explaining how and to what the moderator effect occurs.

28 table. Summary of three regression models for moderator analysis (moderator: personality type A)

Personality type intensity	Effect	SE	t	p	95% confidence intervals	
					LLCI	ULCI
33,2053	0,6789	0,0733	9,2635	0,0000	0,5346	0,8231
42,3185	0,5380	0,0510	10,5515	0,0000	0,4376	0,6384
51,4317	0,3972	0,0698	5,6912	0,0000	0,2598	0,5347

Source: prepared by the author

Note: $N=270$, *SE* - Standard Error, *LLCI* – lower level confidence interval, *ULCI* – upper-level confidence interval

The first regression describes the relationship between job characteristics and job satisfaction when personality type A intensity is low (33,21%). The second regression indicates the relationship between job characteristics and job satisfaction when personality type A intensity is medium (42,32%). The third - when the intensity of personality type A is high (51,43%). The values in the effect column indicate the regression coefficients and whether a positive or negative relationship exists. Based on the p -values of the effect and t -test, it can be stated that there is a statistically significant relationship between X and Y variables according to all personality type A intensity groups. When analyzing the mentioned effect, it is noticed that the effect is always positive and as the intensity of personality type A increases, the effect

decreases. A more detailed analysis and variation of the mentioned connection is presented in Table 29.

29 table. Evolvent of Moderator Effect (moderator: personality type A)

Personality type A intensity	Effect	SE	t	p	95% confidence intervals	
					LLCI	ULCI
11,0000	1,0220	0,1823	5,6063	0,0000	0,6630	1,3809
13,7500	0,9795	0,1678	5,8373	0,0000	0,6491	1,3098
16,5000	0,9370	0,1534	6,1070	0,0000	0,6349	1,2391
19,2500	0,8945	0,1392	6,4247	0,0000	0,6204	1,1686
22,0000	0,8520	0,1252	6,8024	0,0000	0,6054	1,0986
24,7500	0,8095	0,1116	7,2551	0,0000	0,5898	1,0292
27,5000	0,7670	0,0983	7,7996	0,0000	0,5734	0,9606
30,2500	0,7245	0,0857	8,4502	0,0000	0,5557	0,8933
33,0000	0,6820	0,0741	9,2041	0,0000	0,5361	0,8279
35,7500	0,6395	0,0639	10,0007	0,0000	0,5136	0,7655
38,5000	0,5970	0,0561	10,6425	0,0000	0,4866	0,7075
41,2500	0,5546	0,0516	10,7441	0,0000	0,4529	0,6562
44,0000	0,5121	0,0514	9,9660	0,0000	0,4109	0,6132
46,7500	0,4696	0,0555	8,4679	0,0000	0,3604	0,5788
49,5000	0,4271	0,0630	6,7789	0,0000	0,3030	0,5511
52,2500	0,3846	0,0730	5,2716	0,0000	0,2409	0,5282
55,0000	0,3421	0,0845	4,0501	0,0001	0,1758	0,5084
57,7500	0,2996	0,0970	3,0892	0,0022	0,1087	0,4906
60,5000	0,2571	0,1102	2,3339	0,0203	0,0402	0,4740
62,0982	0,2324	0,1180	1,9690	0,0500	0,0000	0,4648
63,2500	0,2146	0,1238	1,7337	0,0841	-0,0291	0,4584
66,0000	0,1721	0,1377	1,2496	0,2125	-0,0991	0,4434

Source: prepared by the author

Note: N=270, SE - Standard Error, LLCI – lower level confidence interval, ULCI – upper-level confidence interval

Analyzing the above-mentioned table, it is noticeable how the effect changes for different groups, depending on the intensity of personality type A. According to the data, the effect is not statistically significant when the personality type A intensity is up to 62,1% (threshold value). It can be said that when $p > 0,05$, there is no relationship between job characteristics and job satisfaction, but when $p < 0,05$, a statistically significant relationship

appears. Hence, when the personality type A intensity is lower than 62,1%, there is a relationship between job characteristics and job satisfaction. The more intensively a person expresses personality type A, the less influence the job characteristics have on his job satisfaction. Moreover, it is important to pay attention to the regression coefficient - the higher this value, the stronger the dependence between X and Y. It is clear that as the value of personality type A intensity increases, the effect becomes weaker, for example, when the said value increases from 11% to 62,1%, the effect decreases about 5 times (1,0220 and 0,2324).

Thus, based on the obtained results, it can be stated that when the intensity of personality type A is very high (62,1% and more) - there is no moderating effect, which means that job characteristics do not determine job satisfaction, as $p > 0,05$. However, when the intensity of personality type A is lower than 62,1%, there is a moderating effect, and as the intensity of personality type A increases, the moderating effect decreases. This means that there is a moderation effect, and hypothesis H18 is confirmed - job characteristics have a greater effect on the job satisfaction of those employees who do not have the characteristics of personality type A compared to those employees who belong to personality type A.

30 table. A regression model summary for moderator analysis (moderator: personality type B)

Independent variable	Moderator and independent variable effect			The moderating effect		
	R ²	F	p	ΔR ²	F	p
Job characteristics	0,4082	45,7040	0,0000	0,0255	11,4131	0,0008
<i>Task autonomy</i>	0,2853	26,4514	0,0000	0,0006	0,2272	0,6340
<i>Task variety</i>	0,2119	17,8087	0,0000	0,0024	0,7991	0,3722
<i>Task identity</i>	0,1416	10,9298	0,0000	0,0077	2,3787	0,1242
<i>Task significance</i>	0,2414	21,0818	0,0000	0,0337	11,7707	0,0007
<i>Feedback</i>	0,2551	22,6828	0,0000	0,0134	4,7642	0,0299

Source: prepared by the author

Note: N=270, independent variable: job characteristics, Int_1, dependent variable: job satisfaction

As in this research two personality types were analyzed, based on the personality type B coefficient of determination, which is equal to 0,4082, it can be said that the mentioned model explains 40,82% of job satisfaction (Table 29). ANOVA F value is equal to 45,7040 and $p = 0,000$ which is less than 0,05 and means there is a statistically significant relationship between the variables.

According to the values of the 95% confidence intervals of the additional variable Int_1 in the model, which is equal to -0,0293 and -0,0077 (less than 0,05), respectively, and the p-

value is 0,0008 (also less than 0,05), it can be said that there is a statistically significant moderation (Table 31).

31 table. Plot of regression model for moderator analysis (moderator: personality type B)

Regression model	Coefficient	t	p	95% confidence intervals	
				LLCI	ULCI
Constant	-47,1563	-3,3505	0,0009	-74,8680	-19,4447
Job characteristics	1,3868	5,5096	0,0000	0,8912	1,8824
Work-life balance	0,1037	1,8036	0,0724	-0,0095	0,2169
Personality type B	1,3287	4,3489	0,0000	0,7271	1,9302
Int_1	-0,0185	-3,3783	0,0008	-0,0293	-0,0077

Source: prepared by the author

Note: $N=270$, LLCI – lower level confidence interval, ULCI – upper-level confidence interval

As in personality type A moderation analysis, all respondents are divided into three groups according to how strongly expressed personality type B: those who express weakly personality B – a low intensity of personality B, a medium, and those who highly express personality B – a high intensity of personality B. Separate regressions are calculated for these groups and the differences in the coefficients of determination are analyzed. The change in the coefficient of determination (R^2_{adj}) is equal to 0,0255. Since p is less than 0,05, it can be said that the change is statistically significant and there is a moderating effect.

The summary of three separate regression equations is analyzed, where the low intensity of personality B is 36,17%, the medium is 44,45% and the high is 52,73% (Table 32). The table provides the main information explaining how and to what the moderator effect occurs.

32 table. Summary of three regression models for moderator analysis (moderator: personality type B)

Personality type intensity	Effect	SE	t	p	95% confidence intervals	
					LLCI	ULCI
36,1685	0,7169	0,0692	10,3534	0,0000	0,5806	0,8532
44,4481	0,5635	0,0495	11,3839	0,0000	0,4661	0,6610
52,7278	0,4102	0,0650	6,3085	0,0000	0,2822	0,5382

Source: prepared by the author

Note: $N=270$, SE - Standard Error, LLCI – lower level confidence interval, ULCI – upper-level confidence interval

The first regression describes the relationship between job characteristics and job satisfaction when personality type B intensity is low (36,17%). The second regression indicates the relationship between job characteristics and job satisfaction when personality type B intensity is medium (44,45%). The third - when the intensity of personality type B is high (52,73%). Based on the p-values of the effect and t-test, it can be stated that there is a statistically significant relationship between X and Y variables according to all personality type B intensity groups. When analyzing the mentioned effect, it is noticed that the effect is always positive and as the intensity of personality type B increases, the effect decreases. A more detailed analysis and variation of the mentioned connection is presented in Table 33.

33 table. Evolvent of Moderator Effect (moderator: personality type B)

Personality type B intensity	Effect	SE	t	p	95% confidence intervals	
					LLCI	ULCI
11,0000	1,1831	0,1929	6,1319	0,0000	0,8032	1,5629
13,7500	1,1321	0,1784	6,3459	0,0000	0,7809	1,4834
16,5000	1,0812	0,1640	6,5939	0,0000	0,7583	1,4040
19,2500	1,0303	0,1497	6,8839	0,0000	0,7356	1,3249
22,0000	0,9793	0,1355	7,2264	0,0000	0,7125	1,2462
24,7500	0,9284	0,1216	7,6344	0,0000	0,6889	1,1678
27,5000	0,8774	0,1080	8,1243	0,0000	0,6648	1,0901
30,2500	0,8265	0,0948	8,7142	0,0000	0,6398	1,0133
33,0000	0,7756	0,0824	9,4179	0,0000	0,6134	0,9377
35,7500	0,7246	0,0709	10,2251	0,0000	0,5851	0,8642
38,5000	0,6737	0,0610	11,0494	0,0000	0,5537	0,7938
41,2500	0,6228	0,0535	11,6301	0,0000	0,5173	0,7282
44,0000	0,5718	0,0497	11,5015	0,0000	0,4739	0,6697
46,7500	0,5209	0,0503	10,3540	0,0000	0,4218	0,6200
49,5000	0,4700	0,0552	8,5171	0,0000	0,3613	0,5786
52,2500	0,4190	0,0633	6,6147	0,0000	0,2943	0,5438
55,0000	0,3681	0,0737	4,9926	0,0000	0,2229	0,5133
57,7500	0,3172	0,0855	3,7087	0,0003	0,1488	0,4855
60,5000	0,2662	0,0982	2,7107	0,0072	0,0729	0,4596
63,0993	0,2181	0,1108	1,9690	0,0500	0,0000	0,4362
63,2500	0,2153	0,1115	1,9309	0,0546	-0,0042	0,4348
66,0000	0,1644	0,1252	1,3128	0,1904	-0,0821	0,4109

Source: prepared by the author

Note: $N=270$, SE - Standard Error, $LLCI$ – lower level confidence interval, $ULCI$ – upper-level confidence interval

Analyzing the above-mentioned table, it is noticeable how the effect changes for different groups, depending on the intensity of personality type B. According to the data, the effect is not statistically significant when the personality type B intensity is up to 63,1% (threshold value). It can be said that when $p > 0,05$, there is no relationship between job characteristics and job satisfaction, but when $p < 0,05$, a statistically significant relationship appears. Hence, when the personality type B intensity is lower than 63,1%, there is a relationship between job characteristics and job satisfaction. The more intensively a person expresses personality type B, the less influence the job characteristics have on his job satisfaction. As the value of personality type B intensity increases, the effect becomes weaker, for example, when the said value increases from 11% to 63,1%, the effect decreases about 5 times (1,1831 and 0,2181).

Thus, based on the obtained results, it can be stated that when the intensity of personality type B is very high (63,1% and more) - there is no moderating effect, which means that job characteristics do not determine job satisfaction, as $p > 0,05$. However, when the intensity of personality type B is lower than 63,1%, there is a moderating effect, and as the intensity of personality type B increases, the moderating effect decreases. This means that there is a moderation effect, and hypothesis H18 is confirmed again - job characteristics have a greater effect on the job satisfaction of those employees who do not have the characteristics of personality type B compared to those employees who belong to personality type B.

To sum up, both personality types have a moderating effect on the relationship between job characteristics and job satisfaction. The personality type B model explains job satisfaction more precisely – 40,82% (Personality type A - 38,69%), but models show that both personality types employees' job characteristics have a greater effect on job satisfaction when personality type intensity is lower.

The mediating effect of work-life balance

Since the research aim is to determine not only direct relationships between variables, but also the role of work-life balance as a mediator, it is assumed that job characteristics affect the job satisfaction of an employee not only directly, but also through work-life balance, which becomes a mediator. In other words, job characteristics increase work-life balance, which in

turn increases the employee's job satisfaction. However, to make sure that the mediation effect exists, a mediation analysis is performed, which includes the variables: X – job characteristics, Y – job satisfaction, and M – work-life balance. It is important to mention that during the mediation analysis, the 5th regression model is created (previously created regression model), which is described in subsection 3.4 of this work, so it is not analyzed in this mediation analysis.

Thus, regression model 5 when there is only one X and one Y, is statistically significant, but the coefficient of determination is less than 0,20, so this condition is not satisfied, and this regression model is not suitable. As there is no mediation effect, hypothesis H19 is rejected – work-life balance does not mediate the relationship between job characteristics and job satisfaction.

3.6. Summary and discussion of empirical research results

Nineteen hypotheses were put forward in this master's thesis, therefore the research aimed to determine what influence job characteristics have on work-life balance and job satisfaction of employees, how work-life balance affects the job satisfaction of employees, and what influence the personality type has on job characteristics and job satisfaction of employees. The obtained results are summarized in Table 34.

34 table. Results of research hypotheses testing

No	Hypothesis	Result	The reason
H1	Job characteristics positively influence job satisfaction	Confirmed	There is a statistically significant positive relationship, $p < 0,05$, $R^2=0,314$ $Y = 13,724 + 0,579*JC + e$, where JC – Job characteristics
H2	Job characteristic - autonomy positively influences job satisfaction.	Confirmed	There is a statistically significant positive relationship, $p < 0,05$, $R^2=0,221$ $Y = 29,43 + 1,752*JCTA + e$, where JC – Job characteristic (task autonomy)
H3	Job characteristic – task variety positively influences job satisfaction	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,072$
H4	Job characteristic – task identity positively influences job satisfaction.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,055$
H5	Job characteristic – task significance positively influences job satisfaction.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,106$
H6	Job characteristic - feedback positively influences job satisfaction.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,171$

H7	Job characteristics positively influence work-life balance.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,015$
H8	Job characteristic - autonomy positively influences work-life balance.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,023$
H9	Job characteristic – task variety positively influences work-life balance.	Rejected	There is no relationship as $p = 0,105$ and $R^2 = 0,010$
H10	Job characteristic – task identity positively influences work-life balance.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,051$
H11	Job characteristic – task significance positively influences work-life balance.	Rejected	There is no relationship as $p = 0,784$ and $R^2 = 0,000$
H12	Job characteristic - feedback positively influences work-life balance.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,015$
H13	Work-life balance positively influences job satisfaction.	Rejected	There is no relationship as $p = 0,087$ and $R^2 = 0,011$
H14	Personality type A positively influences job satisfaction.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,075$
H15	Personality type B positively influences job satisfaction.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,076$
H16	Personality type A positively influences job characteristics.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,016$
H17	Personality type B positively influences job characteristics.	Rejected	There is no relationship as $p = 0,830$ and $R^2 = 0,003$
H18	The personality type moderates the relationship between job satisfaction and job characteristics.	Confirmed	There is a statistically significant positive moderating relationship, $p < 0,05$. Personality type A effect from 1,0220 to 0,2324 Personality type B effect from 1,1831 to 0,2181
H19	Work-life balance mediates the relationship between job satisfaction and job characteristics.	Rejected	There is a statistically significant relationship, $p < 0,05$, but the model is not suitable as $R^2 = 0,015$

Source: prepared by the author

Thus, based on the obtained results, three hypotheses were accepted (H1, H2, H18), and sixteen were rejected (H3, H4, H5, H6, H7, H8, H9, H10, H11, H12, H13, H14, H15, H16, H17, H19). The above table also provides a brief explanation of the key findings. The study found that all job characteristics together explain about 31% of job satisfaction ($R^2 = 0,314$) and the job characteristic task autonomy alone explains 22% of job satisfaction ($R^2 = 0,221$). All other job characteristics alone have a statistically significant relationship, however, their determination coefficient is inappreciable to explain job satisfaction. Moreover, it was found

that this effect is not only direct – job characteristics have a direct influence on job satisfaction of employees, while personality type moderates this relationship.

Furthermore, the obtained results show that the between job characteristics and work-life balance is a statistically significant relationship, however, R^2 indicates that job characteristics explain only about 1,5% of work-life balance and job characteristics, such as task variety and task significance, do not have a relationship with work-life balance. It can be said that tasks meaning or diversity and change in the activities do not influence a person's work-life balance. However, Badri & Panatik (2020) research found that greater work autonomy improves academic work-life balance, and high work autonomy is an important resource for academics to effectively manage the multiple demands of work and family commitments, thereby improving their overall work-life balance. Weale, Wells & Oakman (2019) support these conclusions. Their findings show that both work-family conflict and work-life balance act as mediators between the outcome of job satisfaction and various workplace factors, particularly relationships at work and the belief that safety at work is valued. Moreover, the compatibility of work and non-work domains is an essential component of the relationship between work factors and job satisfaction. There is still a lack of consensus in the scientific literature on which job characteristics influence work-life balance and in what sector of job or nature of work people do then there is a relationship between these variables, so the authors should pay attention to the aforementioned gaps, which could be filled with the help of further research. Regarding the relationship between personality type and job characteristics, the results show that there is a relationship between personality type A and job characteristics, but it is weak, however, there is no relationship between personality type B and job characteristics. It is important to note that the effect of personality type varies according to the intensity of personality type. For example, during the study, it was found that with a very low or medium intensity of personality type (up to 62%), the intensity of personality type moderates the relationship between job characteristics and job satisfaction and this connection becomes weaker as the intensity of personality type increases and if personality type intensity is high, it does not affect mentioned relationship.

Despite the effects of personality type and work-life balance, it was also found that among the analyzed elements, job characteristics have the greatest positive influence on job satisfaction of employees. These results support the authors' previous findings (Linda et al., 2020; Grobelna, 2019; Ali, Said, Abd Kader, Ab Latif, & Munap, 2014), which only proves the need to analyze the differences between employees working in different work conditions.

Based on the findings of this paper, organizations that want to improve their employees' job satisfaction should pay more attention to job characteristics.

Although there is a moderating relationship in the analyzed conceptual research model, it should be noted that, based on the analysis of scientific literature, many different factors influence the job satisfaction of employees, the effects of which may vary with different intensity of personality type. This means that the model can and should be improved by including new, more influential factors. However, it is important to mention that in further scientific works analyzing personality type influence, it would be worthwhile to look for new factors influencing the work-life balance and analyze the impact of the aforementioned factors on job satisfaction in the presence of different socio-demographic distributions.

CONCLUSIONS AND RECOMMENDATIONS

1. Based on the analysis of the scientific literature, it can be stated that work-life balance is influenced by factors such as friendships, family responsibilities, health, hobbies and interests, working environment, etc. Meanwhile, the job satisfaction of employees is affected by salary, promotion opportunities, relationships with colleagues, management, working conditions, etc. Job characteristics are skill variety, task identity, autonomy, and feedback. Therefore, it can be stated that the scientific literature lacks a complex evaluation of the mentioned variables, as well as a lack of consensus on which factors have the greatest influence on job characteristics and job satisfaction of employees.
2. After analyzing the scientific literature, it was found that there are various models for measuring personality type, but some of them are used more often. For instance, to measure personality type, authors commonly use the measurement scale of Bortner (1969) adapted to measure PTBP. Meanwhile, when it comes to work-life balance and job characteristics, it is rather difficult to find universal measurement models in the scientific literature. However, work-life balance can be measured using the short version of the questionnaire (Checkscale7) developed and validated by Daniel and McCarraher (2000). For the measurement of job characteristics, self-reported measures of the JDS (Hackman and Oldham, 1976) can be used. Job satisfaction can be measured by Rodríguez et. al (2017) questionnaire. Thus, when it comes to measurement models of job satisfaction or work-life balance, there are still gaps in the scientific literature that encourage not only further research or improvement of existing constructs, but also the creation of new measurement models.
3. The analysis of the scientific literature has shown that there are both positive and negative relationships between personality type and its intensity and the job satisfaction of employees, between personality type and its intensity and the work-life balance, and between personality type and its intensity and job characteristics. However, conflicting research results lead to the conclusion that the effect of personality type on the mentioned elements depends on both individual and environmental factors, but the lack of research on this topic does not allow to draw reliable and unequivocal conclusions.
4. Scientific literature emphasizes that work-life balance is affected by many different factors, so it often becomes a mediator between the primary factor and job satisfaction. However, in the analysis of the scientific literature, it was noticed that the authors study

individual connections between the variables - personality type, job characteristics, work-life balance, and the job satisfaction of employees, but there is a lack of research that would cover the entirety of the aforementioned elements. For the aforementioned reasons, a research model was created, which aims to evaluate the relationship between job characteristics (X) and job satisfaction of employees (Y), the effect of work-life balance (M), as a mediator, on the aforementioned relationship and the influence of the personality type (W), as a moderator, on relationship between job characteristics and job satisfaction.

5. During the research, it was found that the respondents' assessments differ depending on gender – male employees tend to be more satisfied with their job, and their job characteristics are evaluated better which can be the reason why they are more satisfied with their job. According to personality type, there is a statistically significant difference between one person in the household and 2 persons in the household which means that a person living alone tends to have a different personality type than a person living in a two-person household. Moreover, it was found that employees with higher education tend to be more satisfied with their jobs, which can be explained by the fact that jobs requiring higher degrees usually offer better work conditions. Research shows that there were no significant differences according to different age groups, current positions, and work experience in the current organization.
6. After conducting the research, it was found that work-life balance does not directly affect the job satisfaction of employees, therefore it can be stated that work-life balance should not change job satisfaction in any way. These results differ from other authors' findings (Mas-Machuca, Berbegal-Mirabent & Alegre, 2016; Saraih, Sakdan & Amlus, 2019). These differences provide the basis for further research related to work-life balance and its influence on job satisfaction.
7. Based on the results of the empirical study, it can be stated that job characteristics have a positive influence on the job satisfaction of employees. Thus, the better job characteristics are for an employee, the more employees are satisfied with their job. The obtained results confirm the conclusions of previous studies that there is a positive relationship between job characteristics and job satisfaction of employees (Linda et al., 2020; Grobelna, 2019; Ali, Said, Abd Kader, Ab Latif, & Munap, 2014).
8. The results of the empirical study showed that work-life balance does not mediate the relationship between job characteristics and job satisfaction, while personality type moderates the relationship between job characteristics and job satisfaction. So it can be

stated that with a very low or medium intensity of personality type (up to 62%), the intensity of personality type moderates the relationship between job characteristics and job satisfaction and this connection becomes weaker as the intensity of personality type increases and if personality type intensity is high, it does not affect mentioned relationship.

Based on the results and conclusions of the master's thesis, the following recommendations are presented:

1. Organizations should strive to improve job characteristics, as these increase employee job satisfaction. It is worth noting that job characteristics should also be adjusted according to employees' personality type, as this strengthens the effect of job characteristics on job satisfaction. Job characteristics can be tailored to both personality types, as the effect is strongest when the personality type is not strongly expressed. For this reason, organizations should look for ways to improve the job characteristics of employees with characteristics common to both personality types.
2. It is worth paying attention to the rapidly globalizing and extremely dynamic market conditions, opening up more employee opportunities. Therefore, organizations should periodically conduct employee job satisfaction and work characteristics evaluation surveys, which would help make the necessary decisions or act on time and promptly prevent employee turnover. Organizations should pay enough attention to the needs of employees and promote activities that would satisfy the aforementioned needs or increase job satisfaction.
3. Human resources specialists should try to ensure the opportunity for employees to choose the most acceptable workplace for them and create conditions (if there is an opportunity, taking into account the specifics of the work) to work not only in the company's office but also in a hybrid or completely remote way and constantly look for new ways to improve these conditions. It would also be appropriate to carry out personality tests, that help to make appropriate and timely decisions, to find the most suitable way of communicating with employees, and create the most suitable strategy.
4. Although the construct of job satisfaction is quite often used in various studies, other constructs are missing in the scientific literature that would allow for a comprehensive assessment of employee job satisfaction. Therefore, in further research, the mentioned construct could be improved or the goal would be to create a new measurement instrument that helps to more objectively evaluate the job satisfaction of employee.

5. During the study, the influence of only three factors on the job satisfaction of employees was analyzed, which explains more than a third of the mentioned element. For this reason, further research should look for other factors and analyze their influence on the job satisfaction of employees, thus including more variables in the regression equation.
6. Although the results of work-life balance studies by other authors differ, the results of this study show that work-life balance does not affect employee job satisfaction. Such results could have been obtained due to a sufficiently large number of respondents who work a fixed work schedule and cannot choose their working hours, as a result of which the work-life balance cannot be accurately assessed. Therefore, in further research, it would be useful to study this variable according to the specifics of the job or to adapt the questionnaire questions to the mentioned employees.
7. Finally, it was noticed that job satisfaction among people with different educations differs significantly, therefore, in further research, it would be worthwhile to analyze the factors determining the aforementioned differences.

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THE MEDIATING EFFECT OF WORK-LIFE BALANCE ON THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND JOB SATISFACTION OF EMPLOYEES AND MODERATING ROLE OF PERSONALITY TYPE

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SUMMARY

73 pages, 34 charts, 2 pictures, 86 references.

The main aim of this master's thesis is to determine and evaluate the relationship between job characteristics and job satisfaction of employees and estimate the influence of work-life balance and personality type on this relationship.

The thesis consists of three main parts: in the first part of the thesis, the scientific literature analysis is provided, in the second part, the conceptual research model and hypotheses, the selection of respondents and sample characteristics are provided, in the third part, the analysis is performed, results are presented, and eventually, conclusions and proposals are provided.

In the review of scientific literature, the author provides the theoretical aspects of work-life balance, job satisfaction of employees, job characteristics and personality type, most commonly used measurement models and factors making impact for the abovementioned elements. Likewise, the coherence between work-life balance, job satisfaction of employees, job characteristics and personality type are analysed, and the impact of these elements is highlighted for successful activity of the organization.

Moreover, the author submits the concluded research model, according to which, the further analysis is performed. The author has performed the quantitative research, during which, 270 different sector employees in Lithuania were surveyed. Data analysis was performed with the help of SPSS software. The author has performed construct reliability analysis, which confirms that constructs used at work are reliable. Likewise, data distribution normality and significance

tests were performed, eventually, regression, moderation and mediation analyses were performed.

In accordance with the results received during the analysis, it was determined that the work-life balance does not make an impact for job satisfaction of employees. It was also determined that there is a positive relationship between personality type and job characteristics and the job satisfaction of employees. The conclusion was received that the mentioned variables explain approximately 38,69% of job satisfaction of employees in case of personality type A and 40,82% in case of personality type B. The author highlights that the more employee expresses one or another personality type the less his or her job characteristics increase job satisfaction. Conclusions and proposals are presented at the end of the thesis, which state the aspects of scientific literature analysis and empirical research results. The author expects that received research results will help to fill in the gaps of the scientific literature and will provide human resource specialists or managers of organizations with useful insights about the impact of job characteristics and work-life balance for job satisfaction of employees, in case of different personality type.

**DARBO IR ASMENINIO GYVENIMO BALANSO MEDIACINIS POVEIKIS RYŠIUI
TARP DARBO CHARAKTERISTIKŲ IR PASITENKINIMO DARBU
MODERUOJANT ASMENYBĖS TIPUI**

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Darbo vadovė - prof. dr. Danuta Diskienė

Vilnius, 2024

SANTRAUKA

73 puslapiai, 34 lentelės, 2 paveikslai, 86 šaltiniai.

Pagrindinis magistro baigiamojo darbo tikslas yra nustatyti bei įvertinti ryšį tarp darbo charakteristikų ir pasitenkinimo darbu, darbo ir asmeninio gyvenimo balanso įtaką minėtam ryšiui bei asmenybės tipo įtaką tarp darbo charakteristikų ir pasitenkinimo darbu.

Darbas susideda iš trijų pagrindinių dalių: pirmojoje darbo dalyje pateikiama mokslinės literatūros analizė, antrojoje dalyje pateikiamas konceptualus tyrimo modelis bei hipotezės, respondentų atranka ir imties charakteristikos, trečiojoje – atliekama analizė, pristatomi jos rezultatai, galiausiai, pateikiamos išvados ir pasiūlymai.

Mokslinės literatūros apžvalgoje autorius pateikia darbo ir asmeninio gyvenimo balanso, pasitenkinimo darbu, darbo charakteristikų bei asmenybės tipo teorinius aspektus, dažniausiai naudojamus matavimo modelius bei minėtiems elementams įtaką darančius veiksniai. Taip pat analizuojamos sąsajos tarp darbo ir asmeninio gyvenimo balanso, pasitenkinimo darbu, darbo charakteristikų bei asmenybės tipo ir pažymima šių elementų įtaką sėkmingai organizacijos veiklai.

Toliau autorius pateikia sudarytą tyrimo modelį, kuriuo remiantis atliekama tolimesnė analizė. Autoriaus atlikto tyrimo metu siekiama įvertinti ryšį tarp darbo charakteristikų ir pasitenkinimo darbu bei darbo ir asmeninio gyvenimo balanso, kaip mediatoriaus, poveikį minėtam ryšiui bei nustatyti, ar asmenybės tipas moderuoja ryšį tarp darbo charakteristikų ir pasitenkinimo darbu.

Šiam tikslui pasiekti, autorius atliko kiekybinį tyrimą, kurio metu buvo apklausti 270 skirtingų sektorių darbuotojų Lietuvoje. Duomenų analizė buvo atliekama SPSS programinės įrangos pagalba. Autorius atliko konstrukto patikimumo analizę, kuri patvirtino, jog darbe naudojami konstruktai yra patikimi. Taip pat atlikti duomenų pasiskirstymo normalumo bei reikšmingumo testai, galiausiai atliktos regresinė, moderacinė bei mediacinė analizės.

Remiantis analizės metu gautais rezultatais, nustatyta, kad darbo ir asmeninio gyvenimo balansas neturi įtakos darbuotojų pasitenkinimui darbu. Taip pat nustatyta, kad yra teigiamas ryšys tarp asmenybės tipo ir darbo charakteristikų bei darbuotojų pasitenkinimu darbu. Gauta išvada, kad minėti kintamieji paaiškina apie 38,69% darbuotojų pasitenkinimo darbu A asmenybės tipo ir 40,82% B asmenybės tipo atveju. Autorius pabrėžia, kad kuo daugiau darbuotojas išreiškia vieną ar kitą asmenybės tipą, tuo mažiau jo darbo savybės didina pasitenkinimą darbu.

Darbo pabaigoje pateikiamos išvados ir pasiūlymai, kurie pabrėžia svarbiausius mokslinės literatūros analizės bei empirinio tyrimo rezultatų aspektus. Autorius tikisi, jog gauti tyrimo rezultatai padės užpildyti dalį mokslinėje literatūroje esančių spragų bei suteiks žmogiškųjų išteklių specialistams ar organizacijų vadovams naudingų įžvalgų apie darbo charakteristikų bei darbo ir asmeninio gyvenimo balanso įtaką darbuotojų pasitenkinimui darbu, esant skirtingiems asmenybės tipams.

ANNEXES

Annex 1. Quantitative Research Questionnaire in Lithuanian

Gerbiamas Respondente,

Esu Gabija Dzikevičiūtė, Vilniaus universiteto Ekonomikos ir verslo administravimo fakulteto, Globalaus verslo ir ekonomikos magistro studijų programos II kurso studentė. Atlieku tyrimą tema „Darbo ir asmeninio gyvenimo balanso mediacinis poveikis ryšiui tarp darbo charakteristikų ir darbuotojų pasitenkinimu darbu moderuojant asmenybės tipui“, kuriuo siekiama išsiaiškinti, kaip darbo charakteristikos veikia darbuotojų pasitenkinimą darbu, kokią įtaką šiam ryšiui daro darbo ir asmeninio gyvenimo balansas ir kaip asmenybės tipas veikia ryšį tarp darbo ir asmeninio gyvenimo balanso ir darbuotojų pasitenkinimu darbu.

Anketos pildymas užtruks iki 10 min. Apklausa yra anoniminė, jos rezultatai bus panaudoti tik magistro baigiamajame darbe.

Dėkoju už Jūsų atsakymus!

Šio klausimyno rezultatai nėra viešai prieinami.

Asmenybės tipo įvertinimas

1. Šie 22 teiginiai yra skirti įvertinti Jūsų asmenybės tipą. Prašome atidžiai perskaityti kiekvieną teiginį ir pažymėti Jums tinkantį atsakymo variantą. Vienoje eilutėje leidžiamas tik vienas atsakymas.

<i>Nr.</i>	<i>Teiginiai</i>	<i>Visiškai nesutinku</i>	<i>Nesutinku</i>	<i>Iš dalies nesutinku</i>	<i>Iš dalies sutinku</i>	<i>Sutinku</i>	<i>Visiškai sutinku</i>
1.	Mano darbų atlikimas turi būti geresnis nei mano kolegų	1	2	3	4	5	6
2.	Privalau baigti savo darbą, nors ir grįžtu namo vėlai	1	2	3	4	5	6
3.	Nekantrauju laukdama (-s) kitų žmonių	1	2	3	4	5	6
4.	Esu nekantri (-us), kai turiu laukti, kol kolegos baigs savo darbą	1	2	3	4	5	6
5.	Stengiuosi kuo daugiau darbų atlikti per trumpą laiko tarpą	1	2	3	4	5	6

6.	Atlieku daug užduočių vienu metu	1	2	3	4	5	6
7.	Nuolat kylu pareigose ar gerinu darbo rezultatus	1	2	3	4	5	6
8.	Man patinka konkuruoti	1	2	3	4	5	6
9.	Nemėgstu vėluoti į susitikimus	1	2	3	4	5	6
10.	Man patinka viską daryti labai greitai	1	2	3	4	5	6
11.	Nemėgstu ilgai klausytis žmonių	1	2	3	4	5	6
12.	Turiu daug pomėgių	1	2	3	4	5	6
13.	Esu patenkinta (-s) savo dabartine situacija	1	2	3	4	5	6
14.	Aš visada pasiruošus (-ęs) išklausti kito žmogaus	1	2	3	4	5	6
15.	Savo darbą atlieku kantriai	1	2	3	4	5	6
16.	Vienu metu sutelkiu dėmesį į vieną užduotį	1	2	3	4	5	6
17.	Tik atlikusi (-ęs) pradėtą užduotį pereinu prie kitos užduoties	1	2	3	4	5	6
18.	Dažniausiai slepiu tai, ką jaučiu	1	2	3	4	5	6
19.	Aš nenoriu konkuruoti su bendradarbiais	1	2	3	4	5	6
20.	Aš labiau tikiu pasitenkinimu savimi, o ne kitų nuomone apie mane	1	2	3	4	5	6
21.	Išlieku rami (-us) net ir papildomo darbo krūvio metu	1	2	3	4	5	6
22.	Aš kantriai laikiu kitų	1	2	3	4	5	6

Darbo ir asmeninio gyvenimo balanso vertinimas

2. Šie 7 teiginiai yra skirti įvertinti Jūsų darbo ir asmeninio gyvenimo balansą. Prašome atidžiai perskaityti kiekvieną teiginį ir pažymėti Jums tinkantį atsakymo variantą. Vienoje eilutėje leidžiamas tik vienas atsakymas.

Nr.	Teiginiai	Visiškai nesutinku	Nesutinku	Iš dalies nesutinku	Iš dalies sutinku	Sutinku	Visiškai sutinku
1.	Šiuo metu, kadangi darbas to reikalauja, dažniausiai dirbu ilgas valandas	1	2	3	4	5	6
2.	Daugeliu vakarų turiu dirbti	1	2	3	4	5	6
3.	Dažnai dirbu vėlai arba savaitgaliais, kad be trukdžių atlikčiau darbus	1	2	3	4	5	6
4.	Man sunku atsipalaiduoti ir pamiršti darbo problemas	1	2	3	4	5	6
5.	Nerimauju dėl darbo streso įtakos mano sveikatai	1	2	3	4	5	6
6.	Man sunku rasti laiko pomėgiams, atostogoms, draugystės bei šeimos ryšiams palaikyti	1	2	3	4	5	6
7.	Norėčiau sutrumpinti savo darbo valandas ir sumažinti streso lygį, bet jaučiu, kad negaliu kontroliuoti esamos situacijos	1	2	3	4	5	6

Darbo charakteristikų įvertinimas

3. Šie 12 teiginių yra skirti įvertinti Jūsų darbo ypatumus. Prašome atidžiai perskaityti kiekvieną teiginį ir pažymėti Jums tinkantį atsakymo variantą. Vienoje eilutėje leidžiamas tik vienas atsakymas.

<i>Nr.</i>	<i>Teiginiai</i>	<i>Visiškai nesutinku</i>	<i>Nesutinku</i>	<i>Iš dalies nesutinku</i>	<i>Nei sutinku, nei nesutinku</i>	<i>Iš dalies sutinku</i>	<i>Sutinku</i>	<i>Visiškai sutinku</i>
1.	Mano darbas reikalauja naudoti sudėtingus ar aukšto lygio įgūdžius	1	2	3	4	5	6	7
2.	Mano darbas yra gana paprastas ir pasikartojantis	1	2	3	4	5	6	7
3.	Mano darbas suteikia man galimybę iki galo užbaigti pradėtą darbą	1	2	3	4	5	6	7
4.	Mano darbas sudėliotas taip, kad neturėčiau galimybės atlikti viso darbo nuo pradžios iki pabaigos	1	2	3	4	5	6	7
5.	Mano darbo atlikimo kokybė daro įtaką daugeliui kitų žmonių	1	2	3	4	5	6	7
6.	Pats mano darbas nėra labai reikšmingas ar svarbus platesnėje perspektyvoje	1	2	3	4	5	6	7
7.	Mano darbas suteikia man didelį savarankiškumą ir laisvę atlikti darbą	1	2	3	4	5	6	7
8.	Mano darbas neleidžia man pasinaudoti savo asmenine iniciatyva ar nuovokumu atliekant savo darbą	1	2	3	4	5	6	7
9.	Vien tik reikalaujamo darbo atlikimas suteikia man daug galimybių suprasti, kaip man sekasi	1	2	3	4	5	6	7
10.	Pats darbas suteikia labai mažai užuominų apie tai, ar aš gerai dirbu, ar ne	1	2	3	4	5	6	7
11.	Vadovai dažnai man praneša, kaip gerai, jų nuomone, aš atlieku savo darbą	1	2	3	4	5	6	7
12.	Mano darbo vadovai ir bendradarbiai beveik niekada neteikia man jokių atsiliepimų apie tai, kaip gerai dirbu	1	2	3	4	5	6	7

Pasitenkinimo darbu vertinimas

4. Šie 13 teiginių yra skirti įvertinti Jūsų pasitenkinimą darbu. Prašome atidžiai perskaityti kiekvieną teiginį ir pažymėti Jums tinkantį atsakymo variantą. Vienoje eilutėje leidžiamas tik vienas atsakymas.

<i>Nr.</i>	<i>Teiginiai</i>	<i>Visiškai nesutinku</i>	<i>Nesutinku</i>	<i>Nei sutinku, nei nesutinku</i>	<i>Sutinku</i>	<i>Visiškai sutinku</i>
1.	Jaučiuosi gana patenkinta (-s) savo dabartiniu darbu	1	2	3	4	5
2.	Daugumą dienų jaučiuosi entuziastinga (-s) savo darbe	1	2	3	4	5
3.	Kiekvieną dieną darbe jaučiuosi, lyg diena niekad nesibaigs	1	2	3	4	5
4.	Aš mėgaujuosi savo darbu	1	2	3	4	5
5.	Manau, kad mano darbas yra gana nemalonus	1	2	3	4	5
6.	Esu patenkinta (-s) galimybe išbandyti kai kurias savo idėjas	1	2	3	4	5
7.	Esu patenkinta (-s) galimybe savarankiškai užsiimti naujais ir originaliais dalykais	1	2	3	4	5
8.	Esu patenkinta (-s) galimybe išbandyti kažką naujo	1	2	3	4	5
9.	Esu patenkinta (-s) galimybe kurti naujus ir geresnius būdus savo darbui atlikti	1	2	3	4	5
10.	Esu patenkinta (-s) galimybe išbandyti savo darbo metodus darbui atlikti	1	2	3	4	5
11.	Esu patenkinta (-s) galimybe būti atsakingai (-am) už savo darbo planavimą	1	2	3	4	5
12.	Esu patenkinta (-s) galimybe savarankiškai priimti sprendimus	1	2	3	4	5
13.	Esu patenkinta (-s) laisve priimti sprendimus	1	2	3	4	5

5. Jūsų lytis?

- Vyras
- Moteris
- Kita

6. Jūsų amžius?

(Irašykite suėjusių metų skaičių)

7. Jūsų išsilavinimas?

- Vidurinis
- Aukštasis neuniversitetinis (aukštesnysis)

- Aukštasis universitetinis (bakalauro laipsnis)
- Aukštasis universitetinis (magistro laipsnis)
- Mokslų daktaro laipsnis
- Kitas variantas

8. Ar turite pavaldinių dabartinėje savo pozicijoje?

- Taip
- Ne

9. Kiek laiko dirbate savo dabartinėje darbovietėje?

(Irašykite laiko tarpą)

10. Kurioje šalyje dirbate?

- Lietuvoje
- Vokietijoje
- Norvegijoje
- Kitas variantas

11. Kuris iš pateiktų variantų geriausiai apibūdina Jūsų poziciją dabartinėje organizacijoje?

- Paslaugų teikimo specialistas
- Konsultantas
- Analitikas
- Vadovas
- Projektų vadybininkas
- Ryšių su klientais vadybininkas
- IT specialistas
- Kitas variantas

12. Kiek žmonių, įskaitant Jus, gyvena Jūsų namų ūkyje?

- 1
- 2
- 3 ir daugiau

13. Ar Jūsų šeimoje yra išlaikytinių (nepilnamečiai vaikai, neįgalūs šeimos nariai ir pan.)?

- Taip
- Ne

Annex 2. Quantitative Research Questionnaire in English

Dear Respondent,

My name is Gabija Džikevičiūtė and I 'm a second-year student of the Master's study program in Global Business and Economics at the Faculty of Economics and Business Administration of Vilnius University. I am inviting you to participate in this research by completing the following survey. The research aims to investigate how job characteristics affect job satisfaction, and the impact of work-life balance on this relationship and to determine the effect of personality type on the relationship between job characteristics and job satisfaction.

It will take up to 10 minutes to complete the questionnaire. The survey is anonymous, its results will be used only in the Master's thesis.

Thank you for your answers!

The results of this questionnaire are not publicly available.

Personality type evaluation

1. The following 22 statements are about your personality type. Please read each statement carefully and indicate to what extent you agree with the statement by marking the number (from 1 to 6) that best describes your opinion. Only one answer per line is allowed.

No.	Statements	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
1.	My job performance should be better than my colleagues.	1	2	3	4	5	6

2.	I must finish my work even though I get late from work.	1	2	3	4	5	6
3.	I am impatient while waiting for someone.	1	2	3	4	5	6
4.	I am impatient whenever I have to wait for my colleagues to finish their work.	1	2	3	4	5	6
5.	I try to complete as much work as possible in a short period of time.	1	2	3	4	5	6
6.	I perform many tasks at one time.	1	2	3	4	5	6
7.	I am constantly improving my position or work performance.	1	2	3	4	5	6
8.	I love to compete.	1	2	3	4	5	6
9.	I don't like to be late for appointments.	1	2	3	4	5	6
10.	I like to do things very fast.	1	2	3	4	5	6
11.	I do not like to listen to people for prolonged time period.	1	2	3	4	5	6
12.	I have many hobbies.	1	2	3	4	5	6
13.	I am satisfied with my present situation.	1	2	3	4	5	6
14.	I am always willing to listen to someone.	1	2	3	4	5	6
15.	I complete my work patiently.	1	2	3	4	5	6
16.	I focus on one task at a time.	1	2	3	4	5	6
17.	I proceed to the next task after completing the current task.	1	2	3	4	5	6
18.	I usually hide what I feel.	1	2	3	4	5	6
19.	I do not believe in competing with coworkers.	1	2	3	4	5	6
20.	I believe in self-satisfaction rather than other's opinions about me.	1	2	3	4	5	6
21.	I remain calm even during extra workload.	1	2	3	4	5	6
22.	I patiently wait for others.	1	2	3	4	5	6

Note: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Somewhat agree, 5 = Agree, 6 = Strongly agree

Work-life balance measurement

- The following 7 statements are about your current work-life balance. Please read each statement carefully and indicate to what extent you agree with the statement by marking the number (from 1 to 6) that best describes your opinion. Only one answer per line is allowed.

No.	Statements	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
1.	At the moment because job demands it, I usually work long hours.	1	2	3	4	5	6

2.	I have to take work most evenings.	1	2	3	4	5	6
3.	I often work late or at weekends to deal with paperwork without interruptions.	1	2	3	4	5	6
4.	Relaxing and forgetting about work issues is hard to do.	1	2	3	4	5	6
5.	I worry about the effect of work stress on my health.	1	2	3	4	5	6
6.	Finding time for hobbies, vacation activities, or to maintain friendships and extended family relationships is difficult.	1	2	3	4	5	6
7.	I would like to reduce my working hours and stress levels but feel I have no control over the current situation.	1	2	3	4	5	6

Note: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Somewhat agree, 5 = Agree, 6 = Strongly agree

Job characteristics evaluation

3. The following 12 statements are about your job characteristics. Please read each statement carefully and indicate to what extent you agree with the statement by marking the number (from 1 to 7) that best describes your opinion. Only one answer per line is allowed.

No.	Statements	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
1.	My job requires a person to use a number of complex or high-level skills.	1	2	3	4	5	6	7
2.	My job is quite simple and repetitive.	1	2	3	4	5	6	7
3.	My job provides me the chance to completely finish the piece of work that I begin.	1	2	3	4	5	6	7
4.	My job is arranged so that I do not have the chance to do an entire piece of work from beginning to an end.	1	2	3	4	5	6	7
5.	My job is one where a lot of other people can be affected by how well the work gets done.	1	2	3	4	5	6	7
6.	My job itself is not very significant or important in the broader scheme of things.	1	2	3	4	5	6	7
7.	My job gives me considerable opportunity for independence and freedom in how I do the work.	1	2	3	4	5	6	7

8.	My job denies me any chance to use my personal initiative or judgment in carrying out my work.	1	2	3	4	5	6	7
9.	Just doing the work required by the job provides many chances for me to figure out how well I am doing.	1	2	3	4	5	6	7
10.	The job itself provides very few clues about whether or not I am performing well.	1	2	3	4	5	6	7
11.	Supervisors often let me know how well they think I am performing the job.	1	2	3	4	5	6	7
12.	The supervisors and co-workers on my job almost never give me any “feedback” about how well I am doing work.	1	2	3	4	5	6	7

Note: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neither agree nor disagree, 5 = Somewhat agree, 6 = Agree, 7 = Strongly agree

Job satisfaction evaluation

4. The following 13 statements are about your job satisfaction. Please read each statement carefully and indicate to what extent you agree with the statement by marking the number (from 1 to 5) that best describes your opinion. Only one answer per line is allowed.

No.	Statements	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	I feel fairly satisfied with my present job.	1	2	3	4	5
2.	Most days I am enthusiastic about my work.	1	2	3	4	5
3.	Each day at work seems like it will never end.	1	2	3	4	5
4.	I find real enjoyment in my work.	1	2	3	4	5
5.	I consider my job to be rather unpleasant.	1	2	3	4	5
6.	I am satisfied with the chance to try out some of my own ideas.	1	2	3	4	5
7.	I am satisfied with the chance to do new and original things on my own.	1	2	3	4	5
8.	I am satisfied with the chance to try something different	1	2	3	4	5
9.	I am satisfied with the chance to develop new and better ways to do my job.	1	2	3	4	5
10.	I am satisfied with the chance to try my own methods of doing my job.	1	2	3	4	5
11.	I am satisfied with the chance to be responsible for planning my work.	1	2	3	4	5
12.	I am satisfied with the chance to make decisions on my own.	1	2	3	4	5

13.	I am satisfied with the freedom to use my own judgment.	1	2	3	4	5
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5. What is your gender?

- Female
- Male
- I prefer not to say.

6. What is your age?

(enter your age)

7. What is the highest degree or level of education you have completed?

- Associates Degree
- Bachelor's Degree
- Master's Degree
- Doctorate
- None of the above *(please specify)*

8. Do you have subordinates in your current position?

- Yes, I have people reporting directly to me
- No, I don't have people reporting directly to me

9. How long have you worked for your current organization?

(enter the number of years)

10. What is the country of employment?

- Lithuania
- Germany
- Norway
- Other *(please specify)*

11. Which one of the following best describes your current position?

- Analyst
- Consultant

- Customer relationship manager
- Service delivery specialist
- IT specialist
- Officer
- Project manager
- Manager
- None of the above (*please specify*)

12. Including yourself, how many people live in your household?

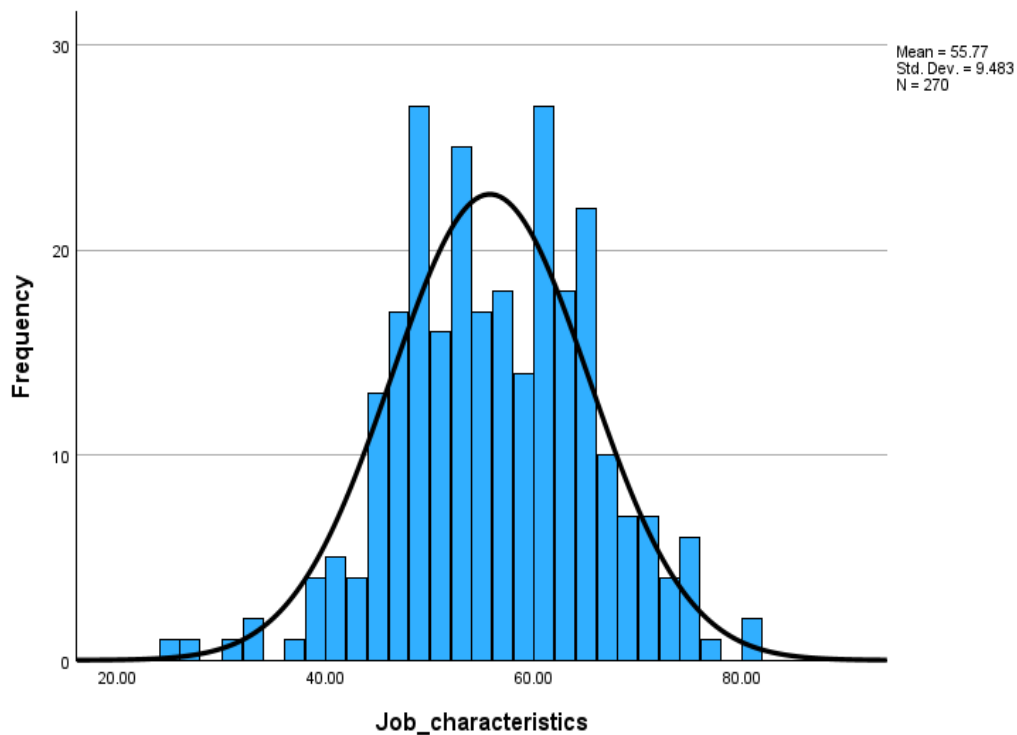
- 1
- 2
- 3 and more

13. Are there any dependents in your family (children, disabled family members, etc.)?

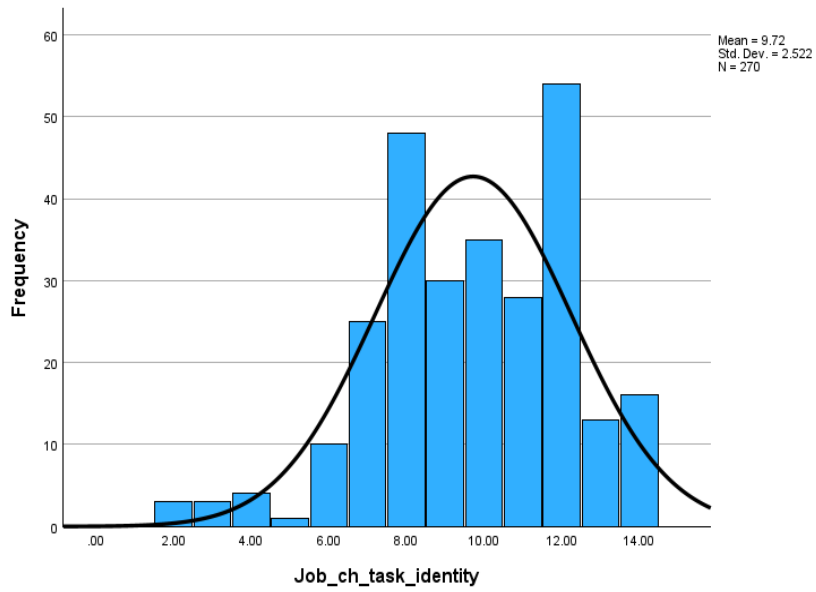
- Yes
- No

Annex 3. Histograms of model variables

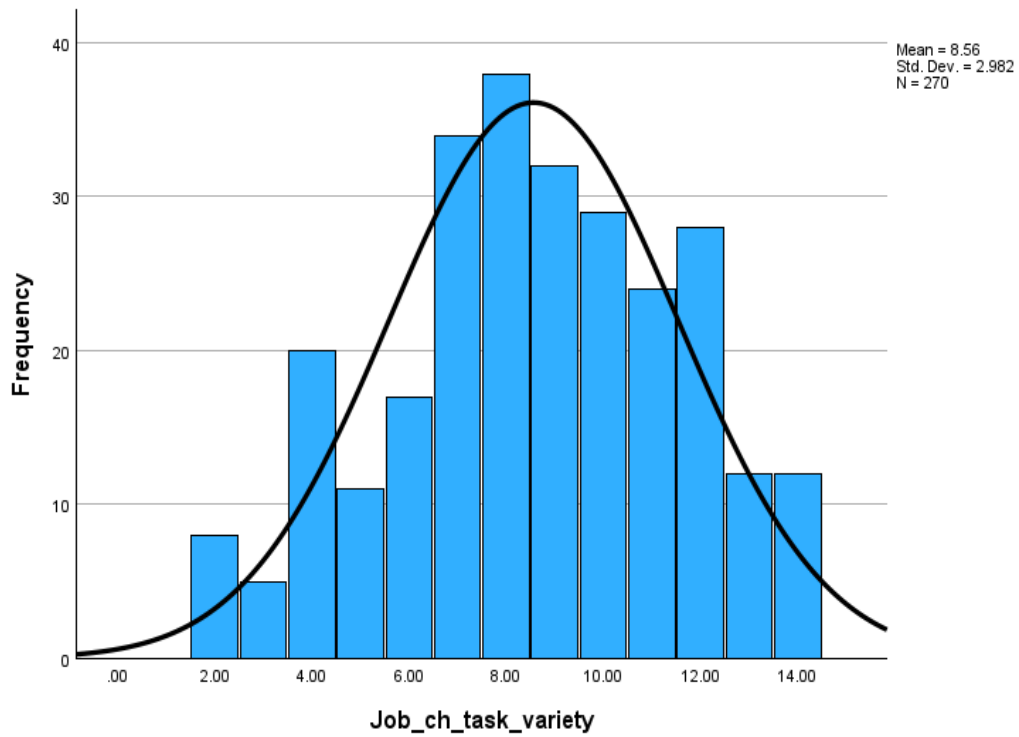
Job Characteristics



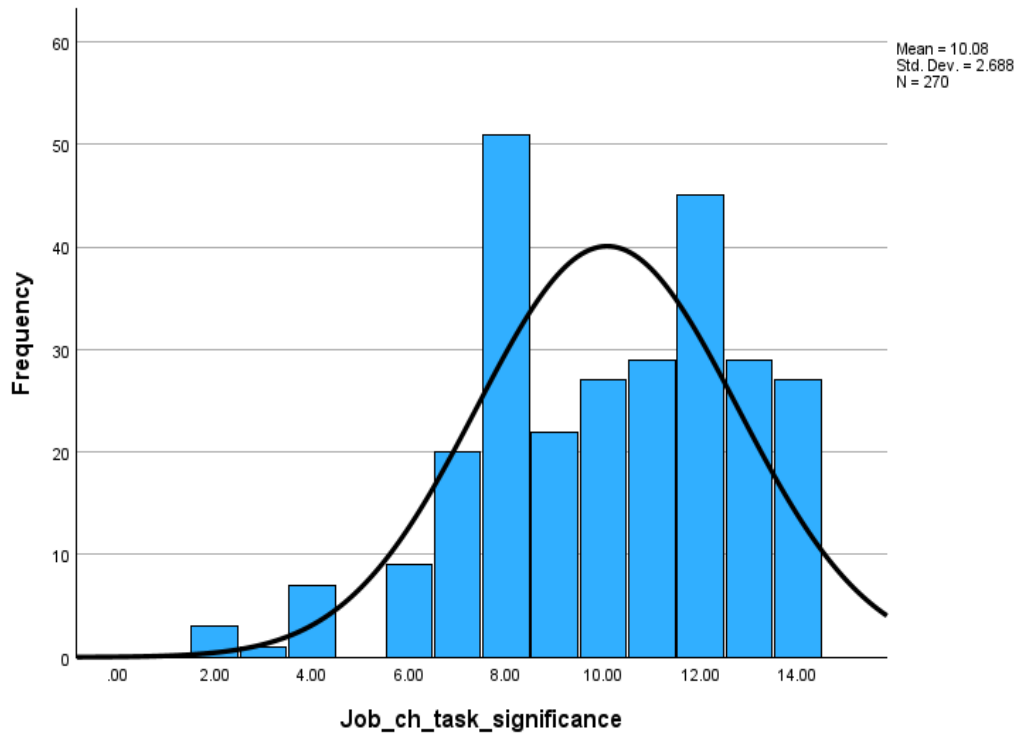
Job characteristics (task identity)



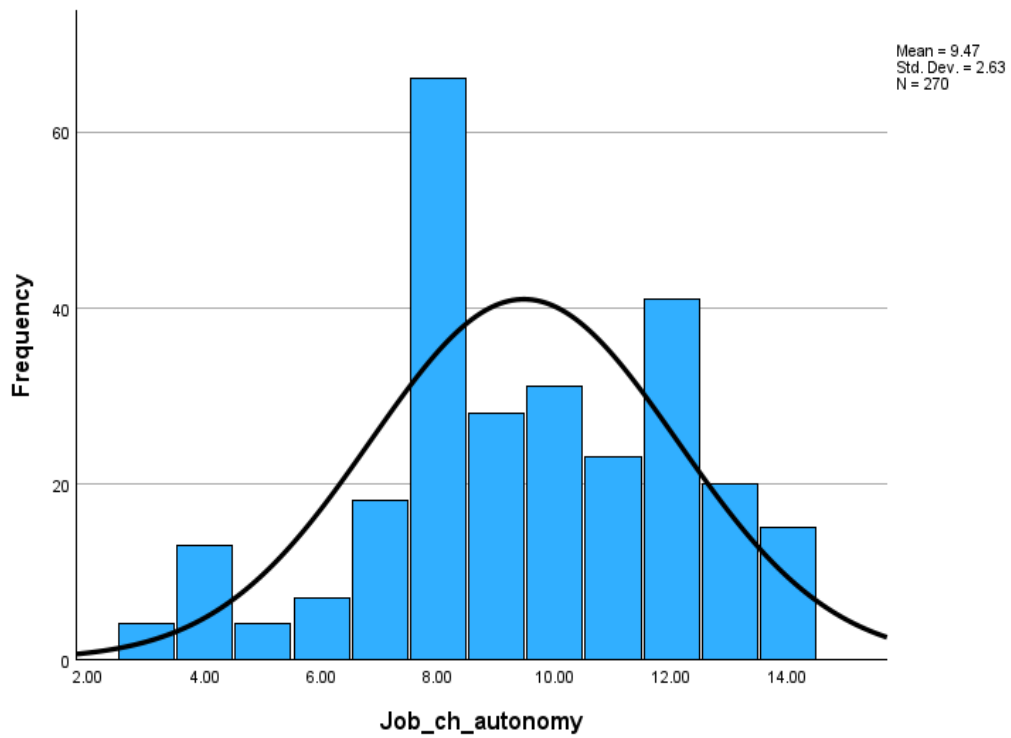
Job characteristics (task variety)



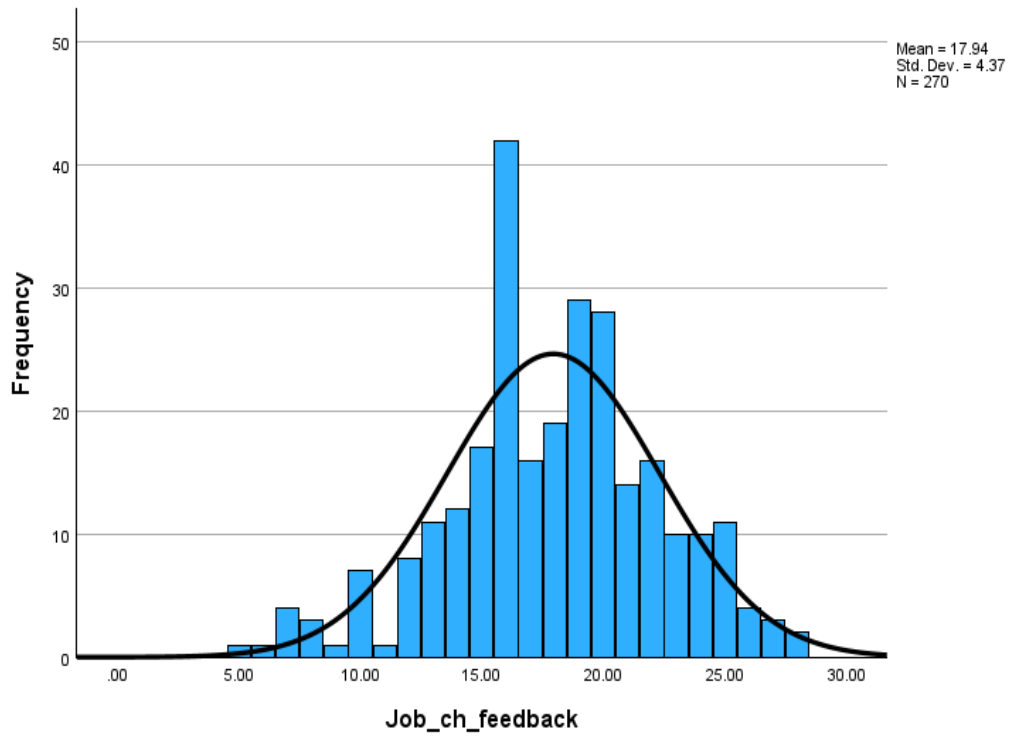
Job characteristics (task significance)



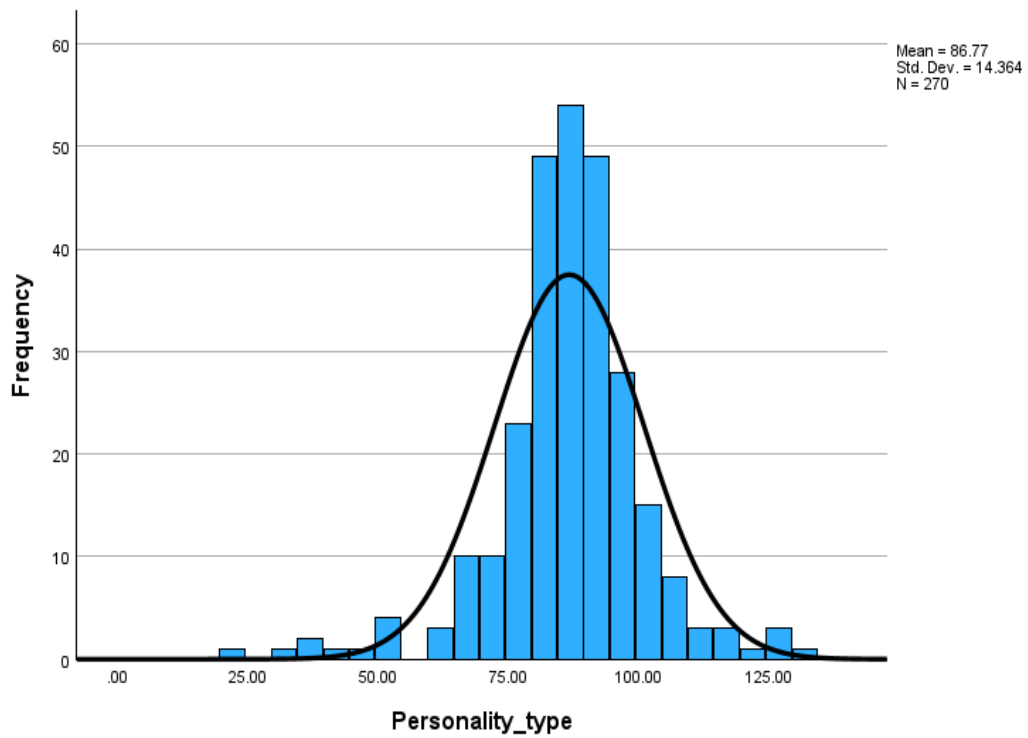
Job characteristics (task autonomy)



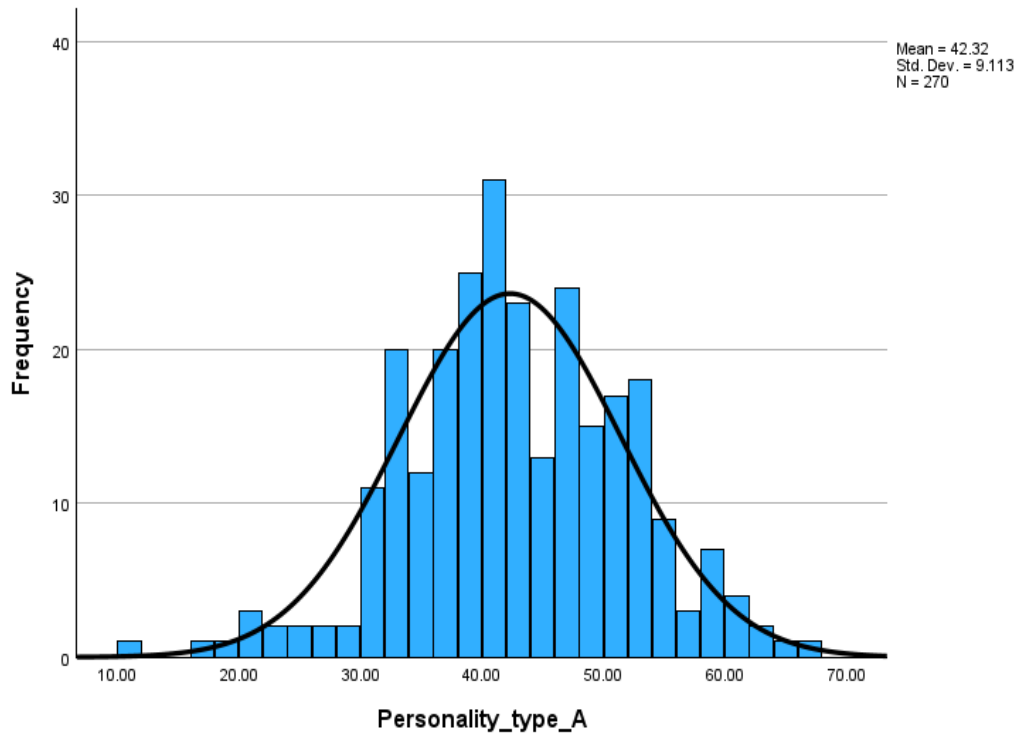
Job characteristics (feedback)



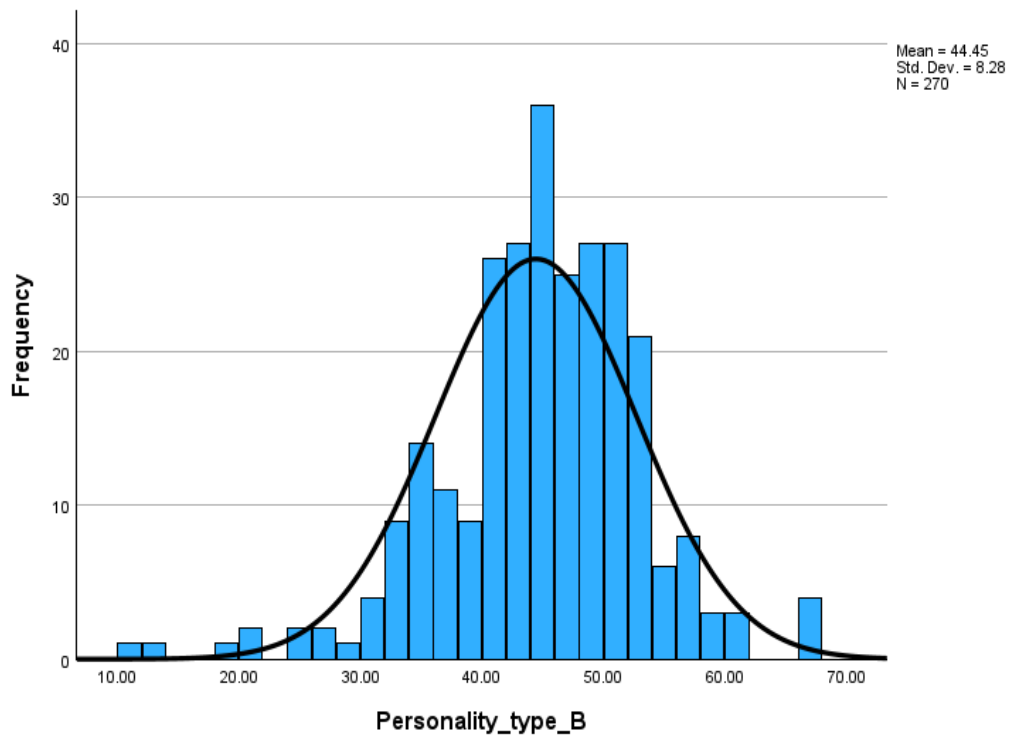
Personality type



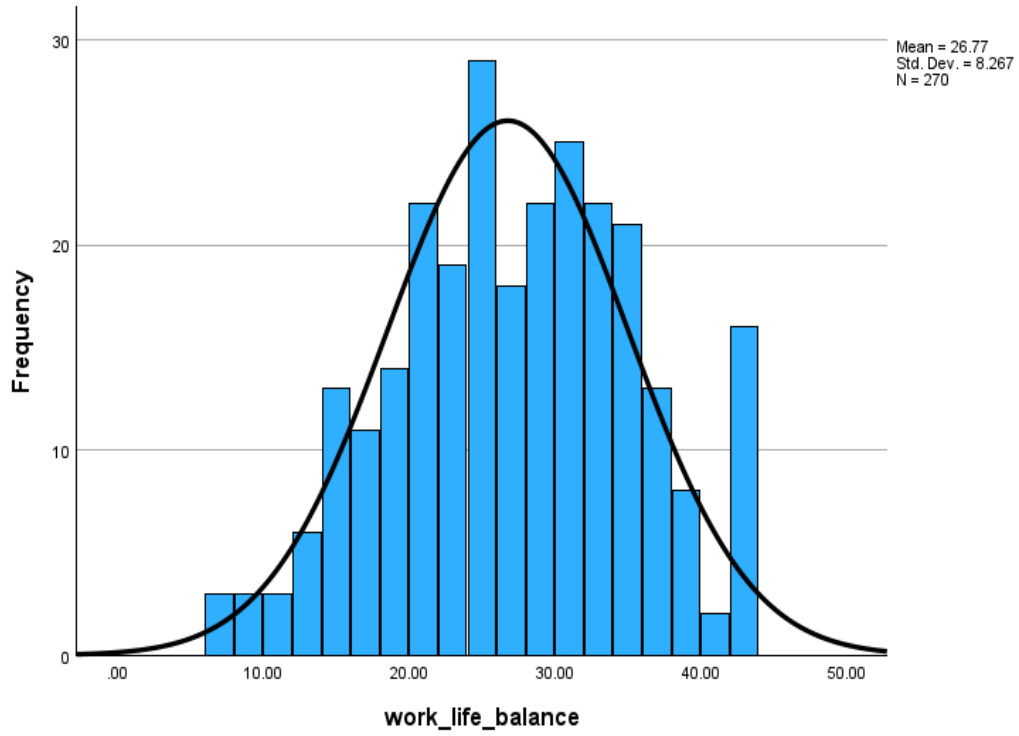
Personality type (A)



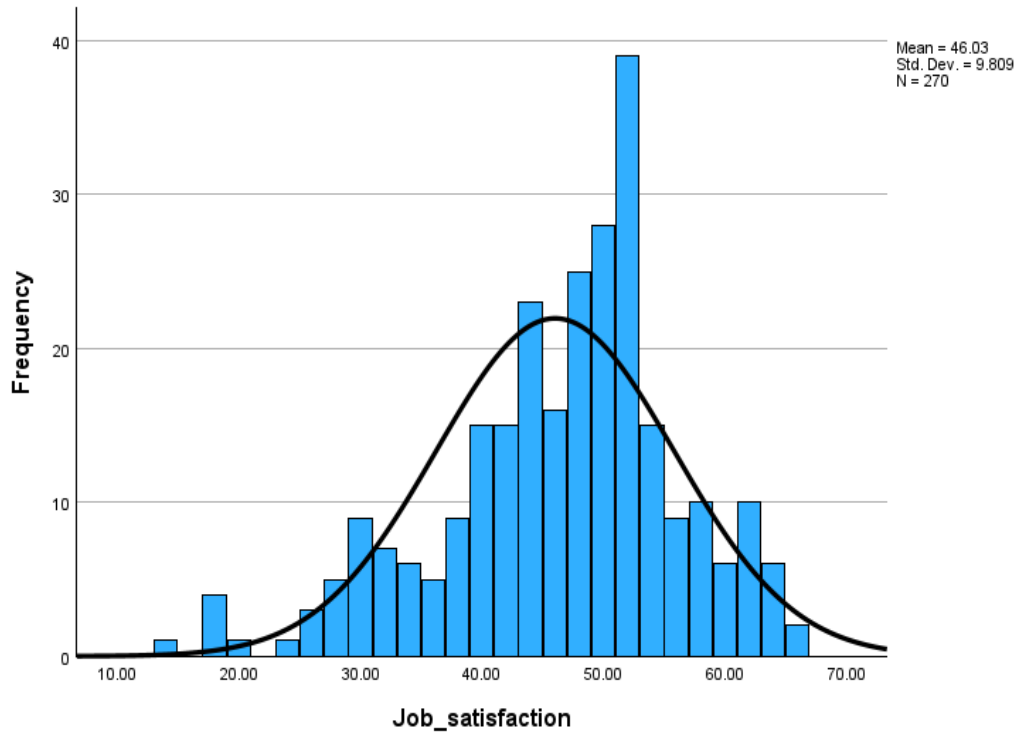
Personality type (B)



Work-life balance



Job satisfaction



Annex 4. Differences in statistically significant means by education of respondents

Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	SE	Sig.
Job satisfaction	Secondary education	Master's Degree	-5,85581	1,96083	0,019
	Master's Degree	Secondary education	5,85581	1,96083	0,019
		Associates Degree	3,89610	2,07355	0,368
		Bachelor's Degree	1,97298	1,98582	1,000

Annex 5. Differences in statistically significant means by the number of persons in the household of respondents

Dependent Variable	(I) Number of persons in household	(J) Number of persons in household	Mean Difference (I-J)	Std. Error	Sig.
Personality_type	1	2	-6,64118	2,65413	0,039
		3 and more	-3,07500	2,57708	0,702
	2	1	6,64118	2,65413	0,039
		3 and more	3,56618	1,88828	0,180
	3 and more	1	3,07500	2,57708	0,702
		2	-3,56618	1,88828	0,180