An Analysis of Work-Life Balance Care for Mandataries in the Company Partners Financial Services, a.s.

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ABSTRAKT

Tématem této bakalářské práce je analýza slaďování práce a soukromí ve vybrané české společnosti, která působí v oboru financí. Sladění pracovního a soukromého života je důležité z mnoha důvodů, ať už z prevence zdravotních či psychických problémů, například vyhoření, zvýšení dlouhodobé produktivity, zlepšení vztahů na pracovišti a v osobním životě nebo například z důvodu udržitelnosti a dlouholeté spokojenosti v zaměstnání. Cílem této práce bylo zanalyzovat slaďování práce a soukromí ve vybrané společnosti a na základě výsledků navrhnout doporučení pro zlepšení dosavadního stavu. Analýza proběhla na základě online dotazníku, který se skládal ze série otázek na témata, kterými se tato práce zaobírá. Otázky byly různého typu pro dosažení relevantních informací a zároveň nabídly odpovídajícím vyjádřit volně své názory. Zjištění z dotazníku bylo převážně pozitivní. Lze tedy usoudit, že se společnost tímto tématem zabývá a aktivně se snaží sladění práce a soukromí zlepšovat. Závěrem práce navrhla možnosti zlepšení, například odběr aktualit o nových školeních a delegace práce na profesionály v oboru produktů.

Klíčová slova: lidské zdroje, řízení lidských zdrojů, spokojenost, harmonie mezi osobním a pracovním životem, dotazníkové šetření

ABSTRACT

The topic of this bachelor's thesis is an analysis of work-life balance care for mandataries in a Czech company situated in the finance sector. Work-life balance is essential for many reasons, whether to prevent health or psychological problems, such as burnout, increase long-term productivity, improve relationships in work or personal life, or sustainability and long-term job satisfaction. The aim of this thesis was to analyse the balance of work and private life in the selected company and, based on the results, propose recommendations to improve the current situation. The analysis was conducted based on an online questionnaire consisting of a series of questions on the topics covered by this thesis. The questions were of various types to obtain relevant information and allowed respondents to express their opinions freely. The findings from the questionnaire were moreover positive. It can, therefore, be concluded that the company addresses the issue and actively seeks to improve the balance between work and private life. The thesis concluded with a recommendation, for example, subscription to training events and work delegation to professionals.

Keywords: human resources, human resources management, well-being, work-life balance, survey

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I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

CONTENTS

INTRODUCTION

The topic of this paper is an analysis of work-life balance care for mandataries within a selected company. Achieving work-life balance used to be an overlooked matter; however, the interest is increasing nowadays. Work-life balance and well-being are essential and interrelated topics. These aspects influence physical and mental health, personal and work relationships, and prosperity. Work-life balance accompanies us on an everyday basis. Therefore, people should master the art of balancing work and personal activities.

Companies on the market want to be prosperous and last for years. The work-life balance is now a key determinant between accepting or denying a work position by a job applicant and establishing harmony within a company could be complex. The balance between personal life and work obligations can be affected by many factors. The modern digital age provides many tools and possibilities to coordinate work and personal time. On the other hand, the digital age aligns disruptors, which excessively consume time and can worsen the imbalance.

The goal of this thesis is to analyse the current state of work-life balance care for mandataries and present recommendations for improving the situation in the selected company. The analysed company is a Czech company operating in the finance sector and aspires to grow abroad and impress the population. The author has personal and work experience with this company; therefore, it was chosen for the purposes of the thesis.

To understand this topic better, the theoretical part of the paper closely explains individual aspects of work-life balance. It explains topics such as human resources and its management, well-being, and work-life balance. It provides examples of how a company can approach employees and ease the balancing process. The next part of the paper is the analysis of the topic in a selected company. The analytical part presents the state of well-being and work-life balance among mandataries. In the end, the paper illustrates data gathered from the questionnaire and provides recommendations based on the findings.

I. THEORY

1 HUMAN RESOURCES

The topic of this thesis is work-life balance within a company. The first step in understanding this topic is to define basic terms that relate to it. This chapter will explain what human resources are and what is the difference between human resources, human capital, and human potential. The most crucial variable of every company is people. A company can only be successful with its workers, understood as human capital (Vodák and Kucharčíková, 2011, 34).

Vodák and Kucharčíková (2011) explain human resources as people in the working processes. Human resources are defined as people capable of self-realisation in a chosen work-related activity. Human capital is understood as the individual's innate and acquired knowledge, abilities, skills, and talent. These terms, human resources and human capital, are similar in nature, although some people see slight differences between them. In this thesis, the terms will be used as synonyms. Human resources are the human potential within a company, which can do persistent activity leading to a company's goal. Human potential is explained as the human ability to do or produce goods and services. It is the collection of tendencies oriented toward those activities that help the company grow (Vodák and Kucharčíková, 2011, 34).

1.1 Mandataries

This chapter will define the human resources in the examined company because the situation here is a bit different.

The worker in this company is a sales representative. Therefore, it forms a relationship between a sales representative and their intermediary. The company's advisor performs activities for Partners Financial Services, a.s. as an independent entrepreneur, i.e., with their own resources. The worker plans their activities themselves. Partners Financial Services, a.s. and the advisor have no labour law relationship. The advisor will receive financial compensation for the work performer (Partners Financial Services, a.s. Employment Contract).

Partners Financial Services, a.s. receives commissions from business partners for their activities. Partners Financial Services, a.s. undertakes the advisors' activities. They can support, for example, regular information service and provision of professional training for consultant's activities, both at the beginning of their activity and during it. Partners Financial Services, a.s. also provides documents in the form of manuals and other tools for individual phases of the advisory process (Partners Financial Services, a.s. Employment Contract).

An advisor is classified at a specific career level. An internal regulation determines the conditions for obtaining and maintaining them. Progression to the managerial career level is conditional upon signing the managerial amendment to this contract. At the time of the conclusion of the agreement, the Career levels are M1 Team manager, M2 Executive manager, M3 Senior manager, D1 Director, D2 Senior director, and D3 Partner (Partners Financial Services, a.s. Employment Contract).

Within Partners Financial Services, a.s., there are authorised persons whose competence is to supervise the advisers' activities and investigate violations of the advisers' obligations. The adviser is obligated to follow the instructions given to them by the authorised person as part of the investigation or resolution of the dispute (Partners Financial Services, a.s. Employment Contract).

1.2 Staff generations

The analysed company employs workers across many generations. Thus, focusing on the differences between generations might be helpful in effective management. Every generation thinks and behaves in different ways and has other priorities.

There are usually generations X and Y in the workforce, and the new coming Generation Z. Rydvalová and Junová (2011) define Generation X as represented by people born in 1960 – 1980. Their view on life is different from those of later generations. Generation X perceives men as the head of the family. His responsibilities and main priorities are work and making money for his family. On the other hand, the woman is the house lady who cares for the household and children. Therefore, this generation doesn't care about the work-life balance as much as the other generations (Rydvalová and Junová 2011, 15). Urbanovská (2021) adds that for Generation X, their job is everything. This is the last generation willing to have long-term employment, work overtime, and have an everyday routine at the expense of their personal life (Urbanovská 2021).

According to Rydvalová and Junová (2011), generation Y is represented by people born between 1980 and 1990. As a new generation, they have different perceptions of life and priorities. These individuals have two priorities: work and family. They perceive money as a resource to achieve their life goals and, finally, the work-life balance. To reach the balance, they must learn how to compromise because the division of priorities between themselves and their partner will most likely fail. Therefore, their life and well-being are in their own hands (Rydvalová and Junová 2011, 15).

Urbanovská (2021) agrees with Rydvalová and Junová; she also notes that Generation Y cares more about work-life balance than previous generations (Urbanovská 2021). Homfray et al. (2022) agree and add that primarily generations Y and Z view flexibility and work-life balance as the key to success (Homfray, Skalková and Čmolíková 2022, 17-19). Urbanovská (2021) also highlights the last generation entering the workforce, generation Z. She explains that Gen Y and Z are similar in some ways. They both care about alternative work possibilities; they seek exciting jobs where they can use their full potential. However, she stresses the most significant change from other generations: that the last generations, Y and Z, will not sacrifice their personal life for work (Urbanovská 2021).

The ability of Gen Y and Z to work effectively with technology helped them work faster, easier, and for a shorter time (Homfray et al. 2022). Research done by Deloitte shows that this generation seeks flexibility, adaptability, creativity, and a knowledge of technology. It is characteristic for them to seek the possibility of working remotely, not only from home but also from a different city or even another state. These generations can and want to use their time for work, fun, and hobbies. This is why the area of work and personal life should be connected and balanced (Homfray, Skalková and Čmolíková, 2022, 17–19).

The workplace now welcomes Gen Z, people born between 1997 and 2013. Schroth (2019) also agrees that Gen Y and Gen Z have many characteristics and traits in common, but they also bring a whole new attitude to the labour market, and managers should try to understand this for mutual success (Schroth 2019, 5–6).

Gen Z is characterised as being the most goal-oriented of all generations. Schroth (2019) introduces them as enjoying higher economic well-being, having higher education levels, and having become more culturally and racially diverse than any previous generation (Schroth 2019, 5–14). Urbanovská (2021) stresses that over 70 % of Gen Z want to start their own business. This means more difficult human resources management for managers, but this is precisely what kind of workers managers wish in their companies (Urbanovská 2021). On the other hand, Schroth (2019) points out and warns about the characteristics of Gen Z, which will be challenging to cope with. Gen Z is known for their lack of experience at their age, and they are likely to suffer from depression and anxiety. In this case, managers must understand the events that have shaped this generation, such as the lack of job experience, the introduction of smartphones and social media, social justice movements, and growing up in a secure atmosphere. Understanding the effect on them will help integrate the new workers and mutual success (Schroth 2019, 5–14).

2   HUMAN RESOURCES MANAGEMENT

For a company to use its human resources efficiently, it has to manage them. This chapter will describe the importance of human resources management, the critical roles of its members, and their key activities.

2.1 Definition

HRM, shortened for human resources management, is a discipline about employing, managing, and developing organisational workers (Armstrong 2016). It is defined as all the activities related to managing employment relationships within a company. It encompasses staff employment, development, and well-being (Armstrong 2016, 52).

Marchington et al. (2016) understand human resources management as a factor influencing a company between its success and unsuccess, and they state that the performance of human resources management has a more significant influence on a company's wealth than other factors, such as finances or technology. Workers are the primary source, specifically in the service sector, as they most engage with customers (Marchington, Wilkinson, Donnelly and Kynighou 20162016, 3–24).

Similarly, Mládková and Jedinák (2009) consider human capital to be the most crucial factor within an organisation, where each individual is the prime element, so a company cannot be successful without well-managed human resources. They also agree that human capital determines a company's success. They describe human resources management as a complex system of interrelated and planned activities where managers have decision-making power. Implementing fundamental personnel activities contributes to the organisation's creation of adequate staff (Mládková and Jedinák 2009, 74–75).

Mohelská (2009) describes the main specifications of human resources management as focusing on the functioning of inner aspects, such as the workforce within an organisation. Their performance is primarily strategic, focusing on strengthening worker and management relationships. Another focus is on the executive organisation, customer quality assurance, and customer satisfaction. Another important aim is the quality of work life and employee satisfaction, and increased attention is also given to creating a good name for the employer (Mohelská 2009, 7–21).

Marchington et al. (2016) agree with Mohelská and add an explanation of the functions of human resources management within a company. It manages the human capital, focusing on employees' well-being, rights, equality, and diversity. HRM views employees as a resource

for improving the organisation's success. Therefore, human resources management activities are linked with productivity (Marchington, Wilkinson, Donnelly and Kynighou 2016, 145–152).

A company needs to know how to measure the effectiveness and efficiency of human resources management. Fellenz and Martin (2017) provide a framework of two aspects that can help with evaluation. The first scale measures how visible human resource management is within the organisation. It is called the Level of HR profile. The second aspect, measuring a scale from strategic to operational activities, determines if an HR department is involved in strategic concerns or is limited to operational tasks inside the business (Fellenz and Martin 2017, 386).

Based on the business strategy, human resources management uses, improves, and practices the human resources strategies to support the company in achieving its goals (Armstrong 2016). Human resources management focuses on their employees. The aim is to ensure well-qualified, capable workers suitable for the company. Also, human resources management must focus on creating and maintaining an inspiring work environment where the relationships between employees and employers should be kind and positive. It is essential that those relationships have two-sided trust (Armstrong 2016, 53).

2.2 Who manages human resources

The previous chapter established that human resource management is crucial for the company's prosperity. Therefore, this chapter will focus on people managing the human resources, the managers, and the HR employees.

The manager is an element in a company that is responsible for the company's function and the company's units working efficiently (Armstrong and Stephens 2008). They are accountable for the work they and their workers do and for achieving set goals. They also usually carry authority over their workers' efficiency. Managers must focus on the management of resources, which include finances, technology, know-how, time, and themselves (Armstrong and Stephens 2008, 44).

The specific category of managers is the line managers (Armstrong and Stephens 2008). They are described as the connection between workers and senior managers who deal with a company's long-term prosperity (Armstrong and Stephens 2008, 44). Purcell et al. (2003) comment that the critical role of line managers is the implementation of human resources policies and practices. It is highlighted that the high level of a company's success is not

based on the human resources management proposals. The crucial factor is that line managers deliver and implement those practices and policies to life. "Managers … play a vital role in making involvements happen, in communicating, in being open to allow employee concerns to be raised and discussed, in allowing people space to influence how they do their job, and in coaching, guiding, and recognising performance and providing help for the future" (Purcell et al. 2003, 40, qtd Armstrong 2016, 63).

Armstrong (2016) describes the importance of line managers in one sentence: "HR proposes, but the line disposes". Line managers interpret and implement the strategies made by senior managers on the workers. Their scale of responsibilities is wide. They concentrate on work assignments and quality control and must manage human resources. Line managers present themselves as role models for their subordinates and address what and how they work. On the other hand, line managers should also support workers, use techniques to help them, and enrich their education in the work processes (Armstrong 2016, 62–63).

Another prosperous environment for the company is the ability of line managers to fulfil the tasks assigned by human resources management (Armstrong 2016). Managing human resources by managers includes interviews and discussions management, job-performance evaluation, providing feedback, and coaching and learning management. The managers are expected to have specific skills to manage appropriately all these activities. Management problems or failure can happen if line managers are not well-trained (Armstrong 2016, 63).

Human work is the primary force managers can use to finish tasks (Armstrong and Stephens 2008, 16). The role of a manager is to locate unsatisfied needs and use them to influence and direct workers as needed (Armstrong 2017, 25).

Another goal of managers is to develop and maintain employee engagement within the workplace Armstrong 2016, 212–213). Macey et al. (2009) define work engagement as "an individual's purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed towards organisational goals" (Macey et al. 2009, 7, qtd Armstrong 2016, 212). Engaged workers have high motivation and want to do their job well to achieve good results (Armstrong 2016, 212–213). Harter et al. (2002) comment: "Engagement is the individual's involvement and satisfaction with as well as enthusiasm for work" (Harter et al., 2002, 269 in Armstrong, 2016, 212).

The second important element is the human resources department (Armstrong and Taylor 2020). The HR professionals aim to advise, guide, and provide services concerning all issues

around people's employment. HR professionals deal with basics, such as hiring processes, selection, and so-called transactional operations. They also deal with transformational operations, which contain the strategic processes influencing the organisation's functioning and the treatment of its employees (Armstrong and Taylor 2020, 105).

HR professionals' tasks differ depending on whether their knowledge is general or specialised, the demands of the company, senior management's perception of their contribution, and their talents (Armstrong and Taylor 2020). HR professionals represent the roles of strategists, business partners, innovators, internal consultants, facilitators, coaches, or service providers (Armstrong and Taylor 2020, 105).

Armstrong (2016) mentions Francis and Keegan's (2006) finding that companies tend to focus primarily on the effectiveness and work results the company makes (Armstrong 2016, 58). However, the role of human resources members is to focus on more than just variables affecting the management or development of the business. There is more of what the human resources must consider. For example, Armstrong (2016) summed up research done by Dilys Robinson (2013) for the Institute for Employment Studies. Based on this research, as Armstrong mentioned, "Work or job engagement is also associated with job satisfaction." (Armstrong, 2016, 213). Therefore, the well-being of employees, which includes job satisfaction, is another big topic for managers to focus on.

3   WELL-BEING

The key topic of this chapter is achieving well-being across the organisation. This chapter will explain well-being, its importance, and how to achieve it.

The first significant mentions of well-being come from the 1970s (Armstrong and Taylor 2015). Well-being in a workplace relates to employees' paychecks, working hours, working space, and the work itself (Armstrong and Taylor 2015, 507). Warr (1987) explained well-being as "the overall quality of an individual's subjective experience and functioning at work" (Warr 1987, qtd Armstrong and Taylor 2020, 573). The well-being of workers is based on the satisfaction of their work-life provided by employers (Armstrong and Taylor 2020). The work environment is the key; employees perceive the sentiments of fulfilment and enjoyment resulting from the work itself (Armstrong and Taylor 2020, 573).

Later, Armstrong (2020) adds that the well-being of employees is not affected only by materialistic needs. Quality of working life, the work environment, and the perception of feelings, satisfaction, and happiness. All those factors influence employees' well-being, and all those factors should be provided by employers (Armstrong and Taylor 2020, 573).

If an organisation wants to succeed in the long term, it should focus on achieving good work results and employee satisfaction (Pawar 2020, 47). Pawar (2020) explains that the work satisfaction relates to well-being. He explains that the feelings of satisfaction from work processes are reflected in employees' overall positive perception of work. These positive feelings then relate to employee well-being (Pawar 2020, 26). Evidence proves that employees' well-being results in excellent job performance (Pawar 2020, 47).

3.1 Significance of well-being

Pawar (2020) notes that employee well-being should be one of the main interests of organisations (Pawar 2020, 26–27). Mitchel (2018) more than agrees with Pawar and adds that well-being in the workplace should be a part of a company's strategy to have a happy staff. Workers should be able to see that the well-being of staff is one of the company's focuses (Mitchel 2018, 12). Organisations should focus on their employee's satisfaction, as it reflects in their work performance and personal life happiness (Pawar 2020, 26–27). The vision of the desired state of well-being should be achievable yet motivating and inspirational (Mitchel 2018). The vision of well-being could be attractive to customers and stakeholders, too. Therefore, it benefits the company from different directions. The superior should state

who is responsible for the well-being of staff, who will monitor the progress, how the well-being will be measured, and how the leaders will deal with results (Mitchel 2018, 12).

Armstrong and Taylor (2015) mention the significance of employees' well-being as a human right to be treated well and to consider their needs, hopes and fears. This definition should be well-known to all employers and managers (Armstrong and Taylor 2015, 507).

Pawar (2020) explains the value of well-being as something positive that prevents us from developing mental health problems. He states that well-being is closely related to our mental health. Thus, well-being can show one's job satisfaction, positively affecting productivity, socialising, adaptability to changes and dealing with problems (Pawar 2020, 26–27).

Employers should not neglect to achieve and maintain employees' well-being within an organisation (Armstrong and Taylor 2015). They can accomplish this by creating a satisfactory work environment. Employees who feel well in the work environment are expected to be committed to their jobs and provide great results (Armstrong and Taylor 2015, 509).

3.2 Principles to achieve well-being

There are many principles and suggestions for achieving a general state of well-being. Some of them will be explained in the following text.

Siewert and Tracy (2011) introduce the principle of control. The principle of control states that if one perceives themselves positively, their life will be under control. If one thinks negatively, they will not gain complete control of their life. Controlling our thoughts and our lives is a valuable skill. One must know how they will react to happenings in their life. The difficulties are perceived as opportunities, and individuals learn how to use them as lessons for the future, or they are perceived as problems, and one is mad when something happens. As mentioned before, dealing with these life events is a crucial skill that can be learned (Tracy and Siewert 2011, 149–153).

Siewert and Tracy (2011) state that self-discipline is the biggest obstacle between oneself and one's goal. The difference between what life is like and how it wants to be is rooted in self-discipline and the ability to manage it. Self-discipline is about more than what is or is not done. It is also about mindset and how people think and perceive their life. The key to a positive attitude is the principle of responsibility. Take responsibility for our actions and consequences, and don't blame others. Tracy and Siewert introduce the principle of responsibility as the most important one. Its importance is rooted in each individual's decision-

making. Tracy and Siewert explain that each individual is responsible for their actions, their flow of thoughts and, therefore, for all life happenings. The principle of responsibility is the most crucial to live by to achieve and maintain well-being (Tracy and Siewert 2011, 149–153).

Tracy and Siewert (2011) explain three rules of the responsibility principle. The first principle is the free will of our decisions, things done and thought of. This rule clarifies that everyone is responsible for their actions and results and cannot blame others for consequences they may not like. The second rule states that responsibility starts when a person takes full responsibility for their mindset. Life and the future are defined by the way a person thinks. Since only we can control our minds, it is our job to have control over our thoughts. Then, a person can gain the power of self-control. The third rule explains that it is only up to them if a person wants to change or achieve something. No one else would do that for them (Tracy and Siewert 2011, 149–153).

Halpern (2005) adds that there are many aspects affecting well-being. One of them is a personal relationship within the society. For example, relationships in the family play an essential factor in one's general happiness. Another effect is social connections between individuals and other social groups, which can develop a feeling of belonging and understanding, which is essential to an individual's well-being important aspect (Halpern 2005, 79).

Companies should remember that maintaining employee satisfaction is one of the core disciplines they should focus on to keep their company successful (Armstrong, 2016). Thus, achieving a work-life balance is an efficient tool for an individual's well-being.

4   WORK-LIFE BALANCE

Ralph Waldo Emerson once said, "A person dissatisfied with their position can change it by two means: improving their life conditions or their mental state. The first is not always possible, and the second is always." -Ralph Waldo Emerson (Rydvalová and Junová 2011, 15). Based on this statement, this chapter will focus on work-life balance closely.

Work-life balance is one of the essential tools for developing an individual's and a company's well-being. This chapter will explain the purpose of work-life balance, tools for achieving and maintaining a healthy balance and consequences for individuals and companies when the work-life balance is overlooked.

The work-life balance used to be a topic that most people laughed about (Tracy and Siewert 2011). This topic has increasingly been lectured about, studied, and taught. In the modern workplace, full of stress, overtime, and pressure, most employees finally have a chance to do what they like and what fulfils their needs. But still, the time spent in occupations takes a bigger and bigger part in our schedules. Luckily, many companies are trying to improve the current situation by balancing personal and occupational time (Tracy and Siewert 2011, 17).

Homfray et al. (2022) explain that the time spent at occupation and home is unimportant. The balance in practice can look like dealing with work calls on a child's playground or a child placed in a company nursery school while having a work meeting. When and where the work tasks will be completed is unimportant; what is essential is that tasks will be completed. Work-life balance can be, therefore, understood as symbiotic functioning (Homfray, Skalková and Čmolíková 2022, 47–52).

4.1 History

The term work-life balance was created to balance personal and work life, and it has been used approximately since the 1970s (Bedrnová and Pauknerová 2015). Women's and men's social and work roles have changed since the last century. Therefore, the interest in the issue of work-life balance is increasing. The issue includes men's and women's figures, but the pressure on women is more substantial. The reason is that a woman is traditionally responsible for a household. In most families, all the responsibilities of caring for a household lie on women's shoulders (Bedrnová and Pauknerová 2015, 338).

Kociánová (2012) agrees and stresses that Work-life balance is still implemented primarily on women – mothers (Kociánová 2012, 105). Rydvalová and Junová (2011) agree with this

statement; they state that traditionally, women were seen as the household figures who cared for children and housework. Since then, women have been the ones who usually pay more attention to work-life balance (Rydvalová and Junová 2011, 15).

Since the second half of the 1980s, the concept of work-life balance has been discussed and dealt with within organisations (Kociánová 2012). Organisations were making changes in work benefits and working possibilities. The purpose of the first implementations of work-life balance in companies was to help women – mothers return to their job positions. For women, it meant working remotely, having flexible working hours, or providing daycare for children. By the end of the 1980s, the concept of work-life balance was considered for all: women, men, and organisations. Later, the work-life balance was regarded as one of the critical factors for employees. These new possibilities were a positive change in organisational policies, which was positive for its employees and resulted in the company's prosperity. With recent trends, the implementation should contain both men and women (Kociánová 2012, 105–106).

Bedrnová and Pauknerová (2015) continue with an explanation that women's employment development differs from the typical development of the rest of the EU. In the rest of the economically developed countries in the EU, it is usual for women to have multiple options for working when they need to stay in the household, from flexibility brought to their occupation to working remotely in many different forms. On the other hand, local women tend to work primarily part-time. Women in the Czech Republic work fewer hours a week, around 43 hours, whilst men work weekly, about 48 hours. Women's paychecks are also usually lower (Bedrnová and Pauknerová 2015, 338).

Nowadays, Czech households rely on both men's and women's incomes (Bedrnová and Pauknerová 2015). Therefore, women spend more time in their occupations, leaving less time for the household and caring for children. Even though the man's connection with children and home is getting closer than ever, the asymmetry between women's and men's responsibilities is still significant. The woman's role in her job and household compared to the man's figure creates an asymmetry in most families (Bedrnová and Pauknerová 2015, 338)

Bedrnová and Pauknerová (2015) compare Europe to the USA, and they state that the care of work-life balance is better in our country. Starting with the approximate weekly working hours, in Europe, it can be around 35 hours a week (France). Americans also don't frequently use their holidays; in Europe, the average holiday is three weeks, and almost two weeks for America. It is stated that our culture is paying attention to work-life balance traditionally

with the offer of parental leave or the possibility of taking care of a sick family member. Even though these practices are supposed to help the work-life balance, they still divide the roles of women and men (Bedrnová and Pauknerová 2015, 339).

4.2 Purpose

Armstrong and Taylor (2015) explain work-life balance as an effort of workers to balance their work and personal responsibilities. Fulfilling obligations in work and their personal life leads to fulfilling the wants and needs of them and their superiors (Armstrong and Taylor 2015, 509). Lockett and Mumford (2009) add that the balance doesn't mean an equal division of hours between work and personal matters; it is more about the ability to successfully handle work-related and personal responsibilities (Lockett and Mumford 2009, 11–12).

Work-life balance also doesn't imply only on families or individuals with children (Lockett and Mumford 2009, 11). With the following agrees Homfray et al. (2022) and state, that in practice, the concept of work-life balance is not only about maternity leave and coming back or just about the relationship between the employee and employer (Homfray, Skalková and Čmolíková 2022, 14). Work-life balance is a matter for everyone, whether they have to balance their personal life with work, hobbies, or taking care of household or family members (Lockett and Mumford 2009, 11). Kociánová (2012) agrees that the balance between work and personal life differs with each individual. The factors are, for example, ambitions and success in a work career. Next, there are individuals' wants and needs, accomplishments and expectations of life itself, family and friends, lifestyle, and hobbies. Everyone should find the balance between time spent on work and on personal matters. Kocianová explains the results of studies that show that the overwhelming number of obligations and expectations from work life and personal life negatively affect health and psychological state, personal life and overall quality of life (Kocianová 2012, 106).

Lockett and Mumford (2009) add that employees often need to understand the concept of work-life balance. The wrong impression is that the balance is about working fewer hours and having an easy-going life with a significant separation gap between life and work areas. Nowadays, employees are found to seek the ability to have some control over the work area. They are willing to work for more hours in exchange for having the power of where and when they work. The power is also about establishing the correct balance to benefit everyone. Yet, it doesn't mean the power is about leaving work earlier because of personal matters and working late the day after to catch up on lost hours. On the other hand, it does not mean

sacrificing career opportunities. The power lies in the possibility of planning your work life based on your priorities, which change throughout your lifetime (Lockett and Mumford 2009, 12).

The possibility to balance work and personal life mainly depends on the employer. The following chapters will explain why employers should focus on this problem.

4.3 Consequences related to a work-life imbalance in the workforce

Poor work-life balance can affect both employers and their companies, but primarily staff in a company.

Failing to balance work and personal life can result in many negative ways (Kociánová 2012). Starting with the feeling of hopelessness, running out of time, to extreme stress or burnout (Kocianová 2012, 107). Tracy and Siewert (2011) agree that feeling hopeless and lacking control over our lives can result in many negative experiences. Dissatisfaction, failure, and feelings of frustration, guilt or hate are some examples. Powerlessness is one of the causes of failed relationships, careers or even sicknesses (Tracy and Siewert 2011, 154).

One of the consequences of poor work-life balance is workaholism (Bedrnová and Pauknerová 2015). It is a professional deformation or a disease which is typical for addiction to work. Bedrnová and Pauknerová compare addiction to alcoholism; they state that it works on similar principles. A workaholic is a person who prefers work over any other activity; they do not and cannot rest. Prevention of workaholism consists of learning to see work obstacles as challenges, the ability to express emotions and social relationships, and the effort to relax and listen to bodily needs (Bedrnová and Pauknerová 2015, 272–273).

The other extreme end is burnout, which is an experience of mental, physical, and emotional exhaustion ((Bedrnová and Pauknerová 2015). Burnout is linked with professions where the key roles are social interactions and human capital management. Burnout tends to appear when an individual is no longer competent to deal with the external factors of obligations. Prevention from burnout is, for example, the acquisition of special skills, such as time management or the realisation of endurance and social support (Bedrnová and Pauknerová 2015, 277).

Although the effects are more evident on the employees, and the effects an employer can observe will be explained later in this chapter, poor harmony also affects business as a whole. This chapter explained that primarily adverse effects appear with work-life disbalance, and

a well-balanced workplace presents positive results. A company with work-life imbalance has a greater tendency to create conflicts in the workplace; resentful employees may have poor relationships and dealings with clients, or their relationships in the workplace may affect the work on the company's projects and, therefore, the company's overall run.

HR managers found out that in some employment departments, job candidates are curious about the state of work-life balance sooner than they ask about the salary (Homfray et al. 2022). Homfray et al. (2022) stress that positive evaluation emphasising well-managed work-life balance will attract more talented potential employees. Therefore, if a company wants to attract new employees, it should highlight the work-life balance from the beginning of employment as a standard feature. Employers can save the costs of tender procedures and training newcomers if the goal of the work-life balance is that employees don't have to quit their jobs because of personal obligations (Homfray, Skalková and Čmolíková 2022, 14).

A well-managed work-life balance has many positive effects on the company (Homfray et al. 2022). Starting with loyal, satisfied employees, better relationships between employees and employers, economic benefits for the firm, and a good image and company evaluation. The health, enthusiasm, and overall well-being of employees result in employees' loyalty to the company and trust in the employer. Satisfied staff will strengthen teamwork, respect, and communication, which is helpful and attractive for newbies in the workplace who can easily blend in. A company with a well-managed work-life balance will be more productive thanks to the pleased employees, who work harder and are more eager to work, unlike dissatisfied employees (Homfray, Skalková and Čmolíková 2022, 51–58).

Homfray et al. (2022) state that especially employers who see their staff as partners, and not as plain working units, while they try to help and support them will increase the level of staff's well-being, satisfaction, and loyalty and, therefore, positively increase the overall image of a company (Homfray, Skalková and Čmolíková 2022, 158).

4.4 Tools for achieving a work-life balance

As was stated, work-life balance affects everyone. How to manage the correct balance will be explained in this chapter.

To start managing a work-balanced life, one must consider their priorities and goals (Tracy and Siewert 2011). Through time management strategies, a person can determine how to spend their time and, most importantly, with whom to finish it. The right environment is one of the critical factors (Tracy and Siewert 2011, 31).

Siewert and Tracy (2011) use the time balance model to describe the correct distribution of priorities throughout the day. They describe the model as consisting of 4 quadrants: the body, the sense, the contacts, and the work/performance. The body segment represents health, eating habits, relaxation, and focus. The sense symbolises religion, love, philosophy, self-realisation, and the future. The contacts segment is described as family, friends, affection, and appreciation. Finally, work/performance contains priorities such as good work, money, success, career, and wealth (Tracy and Siewert 2011, 32).

The key to a successful work-life balance is to keep priorities in the balance between these segments (Tracy and Siewert 2011). The everyday goal should not be to use up every moment to the last minute to the fullest but to find the right balance between these four priorities daily. When one starts focusing primarily on one of the segments, for example, work/ performance, the other segments will suffer. For example, people may feel bad about themselves because they don't spend enough time with family or friends. When a person is not shown appreciation enough, they won't feel good about the meaning of their work/ performance (Tracy and Siewert 2011, 32).

Armstrong (2016) explains Time management as a process where time – the most valuable and finite resource – is used well (Armstrong 2016, 358).

Proper planning and sticking to the plans are the keys to time management (Bedrnová and Pauknerová 2015). Bedrnová and Pauknerová (2015) claim that the problem can appear with over-planning when a person plans their life too precisely, and later, they cannot manage everything they have planned (Bedrnová and Pauknerová 2015, 62).

Hand in hand with planning goes prioritising (Bedrnová and Pauknerová 2015). The authors explain that the Time Management Matrix is an efficient tool for determining priorities. This matrix consists of two axes characterising priority and urgency. The matrix can be visualised as a square table divided by horizontal and vertical axes into four smaller squares. First, urgent and important tasks must be defined in the top left corner. Those tasks need our attention as soon as possible. This quadrant can contain urgent problems, close deadlines, or important meetings. Next, the top right corner defines tasks categorised as important but not urgent. These tasks need focus, but there is time to work on them. Next, urgent but unimportant tasks are defined in the bottom left corner. These duties usually include telephone calls, dealing with emails, correspondence, or even tasks from our colleagues with requests to help with them. Correctly, such as requests should be delegated. The remaining tasks are classified as not urgent and unimportant – in the bottom right corner. They usually include

time wasting, relaxation or excessive chatting with colleagues. People should try to minimise these activities (Bedrnová and Pauknerová 2015, 226).

The authors also explain the importance of planning clear steps for achieving individual tasks (Bedrnová and Pauknerová 2015). This extra planning can prevent us from being stressed and anxious about overdosing on tasks. Delegation is a valuable tool for managers or leaders of any kind and for everyone with tasks that should be delegated. The key is determining which activities are the right ones to be handed over and which should be done by the leaders (Bedrnová and Pauknerová 2015, 226–228).

Since employers have a wide range of possibilities to help their staff create and manage balance, more tools and implementations will be explained in the next chapter.

5 POSSIBLE COMPANY'S MEASURE FOR WORK-LIFE BALANCE OF MANDATARIES

Mitchel (2018) stresses that one of the responsibilities is to notice employees' moods and behaviours. Mitchel says superiors should observe when their staff is under pressure, stressed or overwhelmed. Superiors, as coaches, should recognise the signals and help affected individuals. Supervisors should take time with the workers and review their obligations and workload. Together, they should make a new plan of priorities and follow-up to-do plans. Employees should be enabled to take breaks or visit seminars about mindfulness and stress handling (Mitchel 2018, 125). Lockett and Mumford (2009) add that organisations prioritising the arrangements for work-life harmony found the benefits outweigh the costs and effort of implementing the policies (Lockett and Mumford 2009, 19). Therefore, the possible benefits of the companies will be stated in the following lines.

This chapter will explain the possibilities for a company in creating and managing work-life balance for its staff.

Employers, as the key persons establishing and influencing the work-life balance, must decide which approaches and strategies in terms of work-life balance will follow and which will be considered as their goodwill (Homfray, Skalková and Čmolíková 2022, 55–56).

5.1 Work organisation

Developing possibilities for better work-life balance is now the priority of HR management and a primary strategy for line managers, finance departments, and others (Homfray et al. 2022). One of the possibilities for work-life balance is to offer flexible working hours. **Management sees flexibility as a prime strategy that influences the inside and** outside of the company. Flexibility positively affects the well-being and loyalty of employees, which is an obvious benefit for employers, too (Homfray, Skalková and Čmolíková 2022, 51–58).

Lockett and Mumford (2009) report that staff want some control over how the superiors determine their work hours, whether when their shift starts and ends or how the work is manageable in different life conditions. Staff stresses the option to leave work for their sick child, partner, parent, or any other family member without deducting their sick days or personal days from the budget or being forced to take unpaid leave (Lockett and Mumford 2009, 18). Whether the balance will be supported with flexibility or by another kind of support, it is essential that a company at least tries (Homfray et al. 2022). Therefore, this chapter will outline ways a company can help employees with time setting and job duties.

Homfray et al. state that part-time work is an essential yet useful implement to reduce the workload (Homfray, Skalková and Čmolíková 2022, 71–72). On the other hand, Lockett and Mumford (2009) argue that reducing work hours is not always a solution and, in many cases, it makes the work-life balance even worse. They explain a report showing that women working part-time appear more stressed and must cope with less free time than men or women working full-time. The reason is the domestic overloads, less help from partners and excessive expectations from schools and community groups, who regard them as available since they do not work full-time. Other studies report that women who choose part-time employment frequently shift professions, abandoning their careers. Because part-time jobs are mainly available in unskilled industries such as hospitality, retail, or manufacturing, most of these industries often pay lower salaries (Lockett and Mumford 2009, 16–17).

Homfray et al. (2022) found out from research that many countries prefer a 4-day work week instead of a traditional 5-day. Those companies using the shortened version report higher productivity of their employees and other benefits for employers, such as saved costs for the functioning of the workplace. Studies found that employees are not efficient for all five workdays with the upcoming days and hours of workload. Still, efficiency increases with only four workdays since the employees are excited about the free days coming. Companies in the Czech Republic have, in comparison, significantly longer working hours. Therefore, the system is not expected to switch to a 4-day work week across the board soon. However, employers should consider this change in the system for their companies since it is desirable for newcomers to have more free time for the same money (Homfray, Skalková and Čmolíková 2022, 75).

Flexible working hours are another functioning system helping with work-life balance (Homfray, Skalková and Čmolíková 2022, 79). Lockett and Mumford (2009) agree and add a finding from research that flexibility is one of the conditions most wanted by workers from superiors. Research also shows that by flexibility, workers do not imagine working for fewer hours. Data shows that young and old workers tend to take more working hours, whilst workers in their mid-age and career like to focus more on things outside the job (Lockett and Mumford 2009, 18). Correct setting can help balance work and personal one-time or regular events outside of work (Homfray et al. 2022). Flexibility can save time and make the administrative processes with permits much easier (Homfray, Skalková and Čmolíková 2022, 79).

Mitchel (2018) adds that flexible working hours can be significantly helpful for workers who enter and leave the job irregularly. These workers might feel guilt that they have special

treatment and that the rules applying to their colleagues do not apply to them, even though they have reasons for the irregularity. Flexible working hours can be a helpful solution for those feeling guilty or unable to make it on time (Mitchel 2018, 174). Companies using flexible working hours report using electronic attendance systems, which can help with the control over the comings and goings of employees (Homfray, Skalková and Čmolíková 2022, 79).

A shared workplace is essential for encouraging diversity and inclusion in businesses (Homfray et al. 2022). It can benefit all employees, employers, businesses, and customers when the employees' abilities and skills are combined and balanced correctly. A shared workplace is based on a rotation between employees, usually parents of young children, namely mothers, who prefer working in the mornings, and students or elderly age 60+, who prefer working in the evenings. Well-established shared workplace can be a win-win for everybody. Included staff has a better overview of their time and the balance between work and personal life. The company can benefit from well-focused workers and better-quality customer service (Homfray, Skalková and Čmolíková 2022, 91–93).

A shared workplace can take much work for a company to establish (Homfray et al. 2022). It is vital to find suitable switching workers and establish communication between them. A shared workplace is based on two or more workers switching throughout the day. The workers divide their work obligations, and the final plan is introduced to the employer or other supervisor. This system can, therefore, help with work-life balance (Homfray, Skalková and Čmolíková 2022, 91–93).

Over the past few years, **the home office** concept has become increasingly wanted and offered (Homfray et al. 2022). Nowadays, the home office is one of the most desired benefits for balancing the work and personal spheres. Homfray et al. state that many companies have started to understand remote work differently since the pandemic (Homfray, Skalková and Čmolíková 2022, 95–100). Mitchel (2018) agrees and promotes remote working as a helpful tool to balance work and personal life (Mitchel 2018, 168). Homfray et al. (2022) add that Covid-19 has taught many employers how to shift work to a domestic environment, even if they thought it could not be done. It helped employers understand that in some departments, employees don't have to be present every workday, that there are ways how they can do their job from home, or that they are not needed there at all (Homfray, Skalková and Čmolíková 2022, 95–100). Nowadays, we meet with geographically spread companies, and workers

prefer to work virtually rather than commute (Mitchel 2018). Some companies ask their staff to work remotely and not commute at all (Mitchel 2018, 168).

The home office can also bring complications, such as isolation or more challenging cooperation with workers away from the workplace (Homfray, Skalková and Čmolíková 2022, 95–100). Mitchel (2018) also warns about the downsides of remote working because some workers find it challenging to set boundaries between work and relaxation at home. Therefore, work and personal life are not kept in harmony. Leaders should be proactive and determine which employees prefer which way of working. Those working remotely can feel isolated since they are not in direct contact with colleagues. Superiors should again consider this problem and find a way to keep the contact across the board. Mitchel, for example, suggests that altering digitalisation can make remote work much more manageable (Mitchel 2018, 168). Homfray et al. (2022) agree that digitalisation is another simplifying trend that helps employers to increase efficiency and the work-life balance (Homfray, Skalková and Čmolíková 2022, 14–16). If organisations are not stuck in the past, paper-driven companies avoiding the modern digital age, they can use new possibilities as much as they want (Mitchel 2018, 168).

Being supportive when a staff member is off sick or on any other kind of leave, Hasson and Butler (2020) highlight that communication is critical to maintaining the relationship. An agreement should be arranged between superior and missing workers on how regularly they will report themselves. Supervisors should define the hours for contact from their daily regime, and they should agree on confidentiality. Worker should state which information will be confidential and which can be passed on to their colleagues. Supervisors should know with which colleagues the worker wants to stay in contact so they will feel safe and have a more leisurely return to the workplace (Hasson and Butler 2020, 189).

Mitchel (2018) suggests that superiors establish a return-to-work interview, a one-to-one discussion between the superior and the returned worker after a long absence. This session can contribute to the satisfaction of workers. The positive outcomes are, for example, affection from the superior to the subordinate. In this session, the superior displays that the missing worker is valuable and wants them to know all the updates and where to follow up on work. Supervisors can also find out if the worker has any concerns (Mitchel 2018, 94).

5.2 Benefits for mandataries

Another possibility for better work-life balance is to provide mandataries with benefits. What are the exact options line managers can set up for their workers will be lined in this section.

For many workers and superiors, it is usual to commute to work (Homfray et al. 2022). On snowy winter days, the daily commute can make balancing work and personal life harder. Employers have a few ways to help their staff with these complications. The company can financially support the shared transportation to work or help financially in the form of an employee benefit. Next, the management of an organisation has the power to discuss options with the public transport providers. The time of departures and arrivals can be changed to help the employees, or the management can request an increase in the number of public transports. Finally, the management can discuss possibilities of private transportation for its staff (Homfray, Skalková and Čmolíková 2022, 121).

Homfray et al. (2022) mention one of the most challenging life situations from the point of view of work and life balance for employees and employers. To hire a young woman whose future is an expectancy of pregnancy is always a risk for the superior. Research shows that more than half of women returning after maternity leave seek new work opportunities. Since the initial financial and time investments into newbies are not the smallest, it is later unpleasant for the employer if they lose this female employee for several years, or maybe even forever. An employer has to find a fitting stand-in for the mother-to-be who is leaving. With today's dynamic work environment, mothers returning after their leave are usually put into different positions or departments, making the already challenging blend even more difficult. In the meantime, the stand-in is already well-cooperating with their colleagues; therefore, the superior must work with the human resources well not to lose the returned worker and the worked-in deputy (Homfray, Skalková and Čmolíková 2022, 127–140).

In such cases, it would be beneficial to work in an implementation, helping with all the difficulties occurring within the whole process of mothers-to-be leaving and returning.

Lockett and Mumford (2009) suggest management for helping fresh parents with the work-coming back. Employers can consider helping their working parents with supporting child-care. Research has found that in many cases, parents take paid sick leave to care for their sick children, partners, or parents because an employer would not pay them if they told the truth about why they were absent. Employers in more prominent companies usually have partnerships with local child-care providers. It could be possible to provide parents with an

overview of local child-care centres or with centres which are on the route of the work. In other cases, employers can sometimes arrange the child's priority place in kindergarten (Lockett and Mumford 2009, 163).

Research shows that almost half of Czech households decide who takes maternity or parental leave based on the salary of the man and the woman (Homfray et al., 2022). Another third of Czech households decide based on the stereotypes, which say that the woman figure should stay home and take care of the household and the kids, and the man figure is the one to earn money and take care of the family financially. Employers reported that a slightly bigger half of parents do not think about the consequences of parenthood from the financial and career point of view. Barely smaller half plans these implications carefully (Homfray, Skalková and Čmolíková 2022, 127–140).

Employers can help their staff with special offers and conditions to ease the difficulty of deciding (Homfray et al. 2022). Unfortunately, almost half of the parents surveyed reported that their employer did not support them in planning their maternity or parental leave or did not come with an offer of extraordinary cooperation or support. Around a quarter of asked parents report that they were offered exceptional support after coming back to the occupation; in most cases, the support came in the form of flexible working hours (Homfray, Skalková and Čmolíková 2022, 127–140).

Many companies try to help their working parents by supporting the care of their kids (Homfray et al. 2022). Single parents can appreciate summer camps or summer day camps for children since they usually cannot stay with them at home for the whole summertime. Employers also support single parents by increasing the number of sick days when an employee's child is ill, and they have to stay with them at home. Some companies also report supporting parents financially during the child's first school year (Homfray, Skalková and Čmolíková 2022, 158).

On some occasions, employers provide their employees with financial support for individuals they legislatively take care of (Homfray et al. 2022). Those individuals needing assistance are categorised into classes based on the required support and care. According to those classes, employers can help assist employees with flexibility, financial support for special care, or, in some cases, unpaid leave with a guarantee of a possible return to work. Employers should try to find a solution to help the worker financially and with potential future career

development. Research reports that many employers are emphatic and try to help those assisting workers as much as possible. For example, there are supporting programs, advisory services, or psychological counselling (Homfray, Skalková and Čmolíková 2022, 143–146).

Despite financial support, the company can provide workers with other types of benefits (Mitchel, 2018). Employees can appreciate benefits for themselves and those that apply to the employee's entire family or at least their partner. Employers can then reward staff with non-financial bonuses, such as gift cards and vouchers; other rewards could be specialised planning of the future, parental or maternity leave, or retirement plans. Exciting bonuses could also be educational support or team budgets for office parties (Mitchel 2018, 223).

5.3 Training and development

Finally, the company can help balance the work and life of their workers with seminars, lectures, and activities that focus on related topics. Detailed options and their impact will be listed below.

There are many options for workers to level up their knowledge and skills (Homfray et al. 2022). Employers can provide workers with study leave, internal training programs beyond obligatory training, or qualification agreements. The employee is provided with paid leave, and employers can later benefit from the gained knowledge and skills of their worker (Homfray, Skalková and Čmolíková 2022, 122). Mitchel (2018) agrees that investment in education and the development of the company's employees is always a good choice. The company can benefit from its staff's acquired knowledge and skills, while workers will feel valuable and confident when they see that the company is investing in them. Workers deepen their knowledge and gain insight into new developments in their industry, which can help them with career growth and job satisfaction (Mitchel 2018, 44). Since educational progress benefits workers and employers, more ways to help staff develop their skills and knowledge will be introduced in this chapter.

Companies report that many single parents want to improve their knowledge and skills but cannot do so due to their financial situation (Homfray et al. 2022). Employers can help with an offer of education and development. Single parents can be included in particular programs, mentoring and educational activities. Single parents can then increase their qualifications and therefore increase a chance for their career development and higher salary (Homfray, Skalková and Čmolíková 2022, 158).

Hasson and Butler (2020) advise finding a template for educational progress and using it with employees who crave to improve. The educational system can have many forms. There are various workshops and trainings, and workers can take online courses to help keep their responsibilities in harmony (Hasson and Butler 2020, 76–77).

There are all internal possibilities – in the form of peer-to-peer education (Hasson and Butler, 2020). Staff can participate in seminars where more experienced colleagues share their experience and knowledge (Hasson and Butler 2020, 76–77). Mitchel (2018) supports the idea of peer-to-peer development. She reports that companies are now using peer-to-peer coaching more and more. They use external experts to lead the educational organisation, or the groups of employees coach each other, strengthening cooperation and reconnecting the peers as a group of colleagues. She also reports results from research by Action Coach (2012) that showed the benefits of executive coaching. Within the examined company, job satisfaction and teamwork have increased; colleagues reported handling conflicts better, and their overall relationship with superiors, colleagues, and stakeholders has improved (Mitchel 2018, 39).

Management can also arrange for junior staff to work alongside more experienced staff. Mentoring and shadowing can help newbies blend smoothly into the structure and culture (Hasson and Butler 2020). Hasson and Butler state that work shadowing can also help newbies understand the work structure among colleagues or departments (Hasson and Butler 2020, 76–77).

Employers or superiors can improve overall well-being through group activities, such as teambuilding focusing on mental health improvement, longer lunch breaks, or various sports clubs (Hasson and Butler 2020). Mitchel (2018) supports this idea and suggests that the company could establish seminars and training sessions on improving well-being and general harmony between work and personal life in the workplace. For example, Mitchel suggests topics such as stress handling, resilience, mindfulness, and training for leaders to cooperate with subordinates better. From a career point of view, consultations and training focus on the career development of individuals within a company. Other possible implementations are sports and fitness activities (Mitchel 2018, 27). Hasson and Butler (2020) suggest private gym or yoga classes. They also promote the ability to spend time outside during the lunch break or provide board games as entertainment from work (Hasson and Butler 2020, 79–80). Mitchel (2018) suggests quiet office space or lunchtime talks with specialists. Companies can schedule seminars or individual sessions with external experts about finance man-

agement or financial advisory services (Mitchel 2018, 27). Finally, Hasson and Butler recommend creating challenges across the company to raise department competitiveness; for those who would like to spend quality time together after work can be arranged evening events or whole weekends not only for colleagues but also for their partners, kids, and pets (Hasson and Butler 2020, 79–80).

As the lines suggest, the complex topic of work-life balance is not merely an individual pursuit but a collective responsibility.

The next part of the thesis will analyse the current state of work-life balance and life satisfaction in the selected company.

6 SUMMARY

This paper investigates work-life balance in businesses, highlighting the importance of working people, so-called human resources, as significant determinants of success.

Human resources management plays a crucial role in organisations, as it encompasses the employment, development, and well-being of staff, and its practical implementation is essential for a company's success, as workers are the primary source and critical factor in achieving organisational goals and customer satisfaction.

The examined workers in Partners Financial Services, a.s., act as independent intermediaries or sales representatives, maintaining a relationship with their representative and receiving financial compensation. At the same time, the company provides support, training, and documents for the advisory processes.

Human resources come from different generations. Understanding and managing the generational differences among workers, including Generation X, Y, and Z, is crucial for effective management in the analysed company, as each generation has distinct views on life, work-life balance, priorities, and technological preferences.

Employee well-being should be a top priority for organisations, as it contributes to their happiness and satisfaction and enhances work performance, productivity, and overall mental health, requiring a supportive work environment and a clear vision and strategy for promoting well-being.

Work-life balance is a crucial aspect of individual well-being and organisational success, as it involves finding a symbiotic functioning between work and personal life, allowing individuals to meet their needs and responsibilities both in and outside the workplace. Individuals should focus on prioritising, time management and planning. Superiors can offer flexibility in work organisation and many benefits to their employees to help them achieve harmony.

II. ANALYSIS

7 INTRODUCTION

The analysis was conducted at a company called Partners Financial Services, a.s. Therefore, the first part of the analysis will introduce the examined company, its structure, and history, as well as state the fundamental information. The topic explained in the theoretical part was analysed, and the results will be presented in the following chapters.

7.1 Partners Financial Services, a.s.

The examined company, Partners Financial Services, a.s., shortened as PFS, is the Czech market's biggest independent financial advisory company. It was established in 2007 (Partners Financial Services, a.s. Annual Report 2022). Nine leaders direct it; each of them has its own branch of directors, managers, individual advisors, and branch offices. The company has pure Czech origins (Partners Financial Services, a.s. Annual Report 2022, 3–15).

In 2022, the company consisted of 2,383 financial advisors, of which 142 were in managerial positions and the other 60 were held by directors (Partners Financial Services, a.s. Annual Report 2022). Up to that year, the company had 701,000 clients, of which 41,000 were gained in 2022. The company has 150 branch offices spread across the state. The sales in 2022 exceeded 2.2 billion Czech crowns (Partners Financial Services, a.s. Annual Report 2022, 14–15).

PFS has a vision to change the Czech financial sector based on its beliefs and help thousands of Czech households reach financial stability and security. Their motto is to symbolise the quality and stability of personal and family finances. The leaders are role models for their branches of individual managers and advisors. PFS wants to expand their services abroad (Partners Financial Services, a.s. Annual Report 2022, 12).

Another goal the company is heading toward is to increase financial literacy among people in the Czech Republic. Therefore in 2011 was created a project called Den finanční gramotnosti [The Financial Literacy Day] (Partners.cz, n.d.). This project is for free, and since 2011, PFS has organised over a thousand lectures. The lectures are adapted to anyone who is interested. Lectures were held in schools, from primary to universities, retirement homes, for mothers on maternity leave or single mothers, in other companies and even in prisons. The lecturers are certified by the Czech National Bank. People interested in the lessons can choose from 240 certified lecturers who have collectively educated over 39,000 people in more than 100 cities (Partners.cz, n.d.).

One of PSF's major characteristics is independence in the market and aspiration to stay independent (Partners.cz, n.d.). One of the ways is establishing one's own company with one's own tailored-made products. They started in 2011 by establishing the Partners Investiční Společnost, a.s., [Partners Investment Company], which holds the same philosophy of sharing financial literacy with clients. Eight years later, the life insurance company Simplea, a.s. and the real estate fund Trigea, a.s. were established. In 2021, the pension company Rentea, a.s. was established, and the PFS expanded to Slovakia. The final touch to complex financial care was the long process of establishing one's own bank. After three years, in 2023, PFS gained a banking license from the Czech National Bank, and in March 2024, the first financial-advisory pure Czech bank was established (Partners.cz, n.d.).

The following lines will bring a closer look at PFS's advisor's structure. PFS consists of more than 2300 financial advisors. Their highest educational level is high school with a vocational certificate six times, high school with a graduation diploma 1,669 times, higher vocational 38 times, bachelor's degree 248 times, master's or engineering degree 509 times, Doctoral degree 13 times (HR Representative, work email to author, February 21, 2024).

7.2 Terms of cooperation

The collaboration agreement between Partners Financial Services, a.s., acting as an intermediary, and financial advisor, acting as mandatary, outlines this connection, their conditions of cooperation, the advisor's duties, and penalties for violating the set regulations in 30 pages. PFS a.s. agrees to assist the advisor in their operations. For example, this includes establishing a call centre and assigning client leads to advisors, easing their need to gain clients (Partners Financial Services, a.s. Employment Contract, 1–2).

The advisor commits to actively seek out clients, presenting and providing them with financial services tailored to their requirements. From this information, the advisor is obligated to carefully record client data regarding their needs and, based on that, prepare comprehensive solutions for the client. The advisor provides the company with a complete overview of the client's financial products. Managing the client's portfolio actively and holding regular meetings with them for updates, at least biyearly. The advisor must behave honestly and fairly towards the client, and the company undertakes to provide the advisor with product offerings, technical support, and education for their activities as sales representatives (Partners Financial Services, a.s. Employment Contract, 4–8).

Furthermore, PFS a.s. pledges to create and frequently update effective IT solutions to aid the advisor's job. As part of client care services, PFS a.s. organises mailing campaigns for current clients, creates a client record system, and integrates these internal systems. It provides frequent informative services to PFS clients through a client portal and mobile application. Advisors can take advantage of better mobile operator services as well as operational leasing (Partners Financial Services, a.s. Employment Contract, 5–6).

PFS equips advisors with the necessary knowledge and ongoing training in financial market areas. PFS provides classes and training programs to help people operate for different phases of their careers. It also provides data for finished courses (Partners Financial Services, a.s. Employment Contract, 5–6).

Financial advisors are one of the engines for a company's prosperity. To keep their mandataries committed to work and provide them with a friendly environment, they provide them tools of many kinds to balance their work and personal life (Partners Financial Services, a.s. Employment Contract, 5–6).

7.3 PFS's approach to work-life balance care

Workers in PFS are vital for prosperity and growth (Partners.cz, n.d.). That is the reason why the PFS cares about the inner culture and relations. The company's priorities include care for mandataries and employees and their development. The culture in the company is friendly and among mandataries on a first-name basis across all career positions. The company offers career development, challenges, and special projects and guarantees a non-corporate environment (Partners.cz, n.d.).

The company consistently updates the client database and internal systems for the mandatary's work (Partners Financial Services, a.s. Employment Contract). Mandataries have many interfaces to work with. They can use time and task management tools, tools for presentation and data collection, and data updates on meetings or a diary connected with all the data in the systems. In the last few years, the work with internal systems has eased with developed technology and new online connections between partner companies' internal systems. With the development of Partners Banka, a.s., PFS released a smartphone app that provides more accessible connections between clients, their financial world and their financial advisors (Partners Financial Services, a.s. Employment Contract, 16–18).

Aside from work tools, PFS creates a lot of activities which create the family culture (partners.cz, n.d.). Mandataries have quarterly one-weekend partnership-wide conferences,

where they are grouped according to their direction for promotion within the company and have two days full of lectures held by their superiors. At these events, representatives from partner companies, such as insurance or pension fund companies, are usually present, so advisors can personally meet representatives from other companies that provide financial products. This act makes the partnerships more friendly. Evenings at these events always have a theme, which switches the environment from business to casual. Evenings are dedicated to free time, discussions and experience sharing (HR representative, personal communication, April 15, 2024).

The company offers seminars focused on work-life balance and related topics. If mandataries are interested in such lectures, their supervisor addresses the HR department with their interest. HR offers work-life balance, stress management training, or burn-out seminars. Lecturers are ordered from external sources; the superiors usually pay for the event. Individual mandataries can also address HR specialists, such as coaches, with whom they can cooperate and develop their skills (HR representative, personal communication, April 15, 2024).

PFS has developed learning programmes focusing on leadership, which are intended for specific career levels, such as VIP financial consultants and franchise owners. These lectures are about solutions to managerial skills, such as managing stress, preventing burnout syndrome, managing diary time, managing personal activities, and recharging energy at work. These seminars are usually ordered by superiors or by online communication. The HR finds out the interest and, as a result, arranges these events. Usually, they are paid, and the cost depends on number of participants. Lecturers are generally external (HR representative, personal communication, April 15, 2024).

The company culture is built on the principle that less experienced are lectured by more experienced. Superiors organise many training sessions on their own within their offices or teams. In many cases, they practice shadowing, one-on-one trainings, preparation courses for specific situations. Superiors are used to having individual approaches to their subordinates; they handle stressful situations together and plan their future progress in the company. Some voluntary responses outlined that as superiors, they feel like their mentor, whom the newbies and subordinates can trust and share their fears with. Based on that, their partnership deepens, and they can individually focus on obstacles in work matters, which can collide with personal life (HR representative, personal communication, April 15, 2024).

PFS also organises events intended for women's leadership. In other words, it is an event where successful women from PFS share their experiences with female participants. Female mandataries are offered this event annually with an invitation from the PFS diary of events (HR representative, personal communication, April 15, 2024).

PFS has a year-long educational program, JUMP! Focusing on progress in self-leadership and personal growth. It is structured as eight offline and eight online courses spread across the year. It was found that this project has great potential and positive effects on participants. The cost of this program is around 40,000 Czech crowns. The effect on mandataries is hard to measure. Still, the company has feedback and can see increasing work progress in the results of those who participated (HR representative, personal communication, April 15, 2024).

The company said that the work with mandataries should be continuous. In most cases, superiors are responsible for the long-term progress. From an educational point of view, mandataries are obligated to fulfil the requirement for annual subsequent education in financial products with which the Czech National Bank authorises them to trade. This yearly education provides information on changes they must be aware of and reminds them of basics they need to know by heart(HR representative, personal communication, April 15, 2024).

As the lines suggest, the company outlines many ways for mandataries to manage their work. The next chapter will introduce the methodology of data collection and present the results of the analysis.

8   METHODOLOGY

The goal of the analysis was to find out the level of work-life balance and well-being of mandataries and provide a recommendation to improve the current state. The paper will present data acquired across the company's branch and career levels and outline recommendations for improving and increasing the overall well-being.

8.1 Data collection

The analysis is based on a combination of two surveys. One used by Abhishek Shukla and Rajeev Srivastava in their paper called Development of short questionnaire to measure an extended set of role expectation conflict, coworker support and work-life balance: The new job stress scale (Shukla and Srivastava 2016, 1–19). The second was used by A.K.M. Talukder, Margaret Vickers and Aila Khan in a paper called Supervisor Support and Work-life Balance Impacts on Job Performance in the Australian Financial Sector (Talukder, Vickers and Khan 2018, 732–738). The questionnaire is based on both analyses to create a specific range of questions, which will help to analyse the selected topic accordingly. Another reason was to use a questionnaire, which had already been used and tested as suitable.

The voluntary, anonymous questionnaire was divided into 12 sections consisting of 65 questions. One question was half-closed with multiple choice, two questions were opened, another two were open and optional, six were closed, and the rest of the 54 questions were Likert scale questions. The purpose of the optional opened questions was to provide the respondents with the possibility to leave a comment or feedback, and the second voluntary response was for volunteers willing to provide more detailed information to questions about well-being and work-life balance within their structure.

The optional response gained 13 responses containing name and contact information. These 13 individuals were sent a document with detailed questions about their well-being and work-life balance care. They were asked their opinion on what the company does for work-life balance for their mandataries and how these individuals care about the balance in their structure within their subordinates.

Until the deadline, 17th March 2024, four filled documents were received back. The return rate was expected to be low due to the detailed complexity of the document and the short time to fill it out. The voluntary document was sent immediately after the optional contact information was filled in the questionnaire. The narrow time frame was caused by the coincidence that most of the volunteering respondents filled out the questionnaire a few days

before the deadline. Due to that, most volunteers didn't have enough time to complete the voluntary document. These responses were used to describe the analysis introduction and complement viewpoints within the analytical framework.

Data collection was done using an online questionnaire. The questionnaire link was shared via the company email system and the company's private chat. The process of collecting data was held from 9th February 2024 to 22nd March 2024. The online questionnaire was shared within a branch of one of the nine company leaders. Subsequently, an email was sent to the entire company branch, which consists of 196 mandataries.

8.2 Respondent structure

The questionnaire was sent to one of the nine company branches, which consists of 329 employees. The questionnaire was intended only for mandataries, of which 196 are from the branch. The questionnaire collected 60 responses, which is an overall return rate of 31 %. A return rate lower than 50 % was expected because mandataries are busy at the time of the year when the questionnaire was held. Also, Reml's (2015) data supports that online questionnaires are characterised by low return rates (Reml 2015, 34).

In the analysed branch of PFS, the majority of mandataries are men, which was also shown in the questionnaire. Overall, 42 % of women and 58 % of men responded.

Based on the survey could be drawn, that the environment is exciting for students and younger generations. Age 21 to 30 years old was chosen by 55 %. In the age category of 31 to 40 were 30 % of respondents, and only 15 % were respondents younger than 20 years or older than 41.

The educational level was also accurately represented in the questionnaire, where 63 % of respondents reached high school with a graduation diploma education, 35 % reached a university diploma, and 2 % of respondents were college graduates (HR Representative, work email to author, February 21, 2024).

The family status was an important question from the work-life balance point of view. This question was the only one with multiple options. Since the majority of respondents are young, it is no surprise that 65 % of respondents selected that they are childless; therefore, they don't have to look after anyone. 28 % selected that they look after a child in preschool age, 15 % look after a child in compulsory school attendance, 8 % chose looking after an

aging member of a family and 2 % of respondents look after a family member with a disability.

The first of twelve sections in the questionnaire was the **introduction** to the questionnaire. The second section consisted of demographical questions and basic information about the respondent's position in the company. One of the questions was the number of years spent in a company. Since most respondents were young people, 65 % of respondents said they have worked there five or less years related to that matter. On the other hand, 13 % of middle-aged respondents were also new to the company. Based on that could be drawn, that at this time even older generations aspire to be independent from the standard nine-to-five employment.
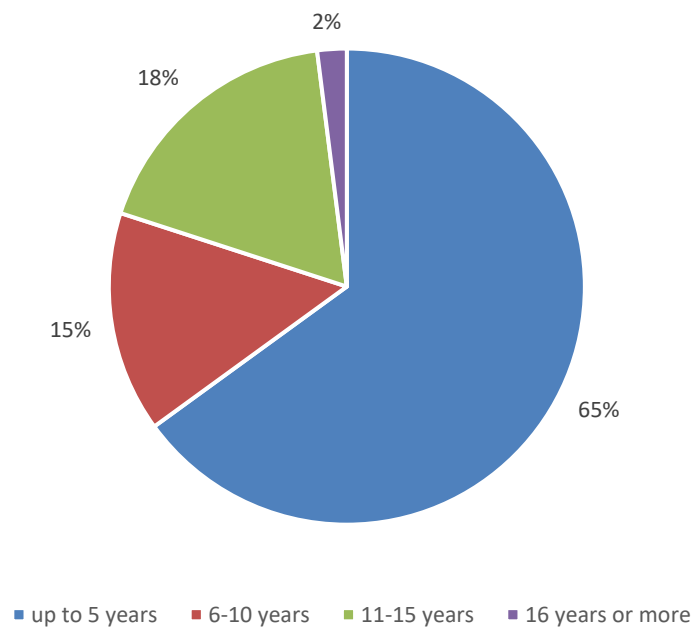

Figure 1 The length of cooperation with PFS

An interesting observation was found in the following questions, were the respondents selected their career position. 12 % of respondents who have been part of the company for up to five years selected that they are in managerial or directorial positions, which is admirable in the selected short time period. Half of these respondents have to look after themselves only, and the other half have a child to look after. Based on this finding could be said, that reaching higher career positions is possible even with family to take care of, possibly due to the flexibility in working hours, which the company offers.
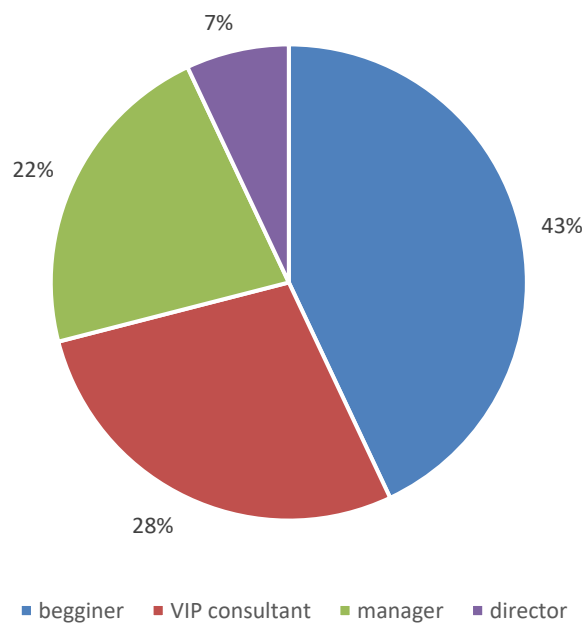
Figure 2 Career level

Lastly, in this section, the respondents chose how many hours they spent on work-related matters. 35 % of respondents work longer than 8 hours a day, 42 % selected a time frame from 5 to 8 hours and 18 % work only up to 4 hours a day. More than 7 hours were selected mostly by managerial and upper positions, a total of 65 % from all upper positions, and fewer working hours were selected by half of the lower positions.

9 ANALYSIS RESULTS

The first topic in the questionnaire was **stress management**. The first question´s structure of responses was almost equally divided into thirds.
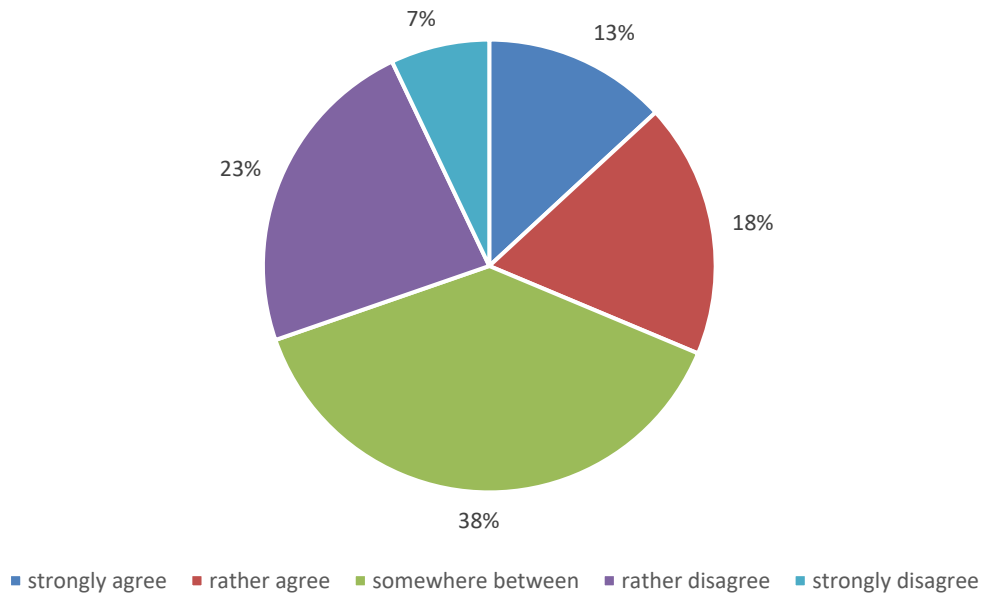

Figure 3 I have a lot of work tasks and little time to do them

Follow-up questions were asking respondents if they think about work *on free days because of the workload*, *if they feel like they never stop working* and about *their opinion*, *whether they feel like their colleagues are work overloaded*. The results were structured similarly as the graph shows bellow.
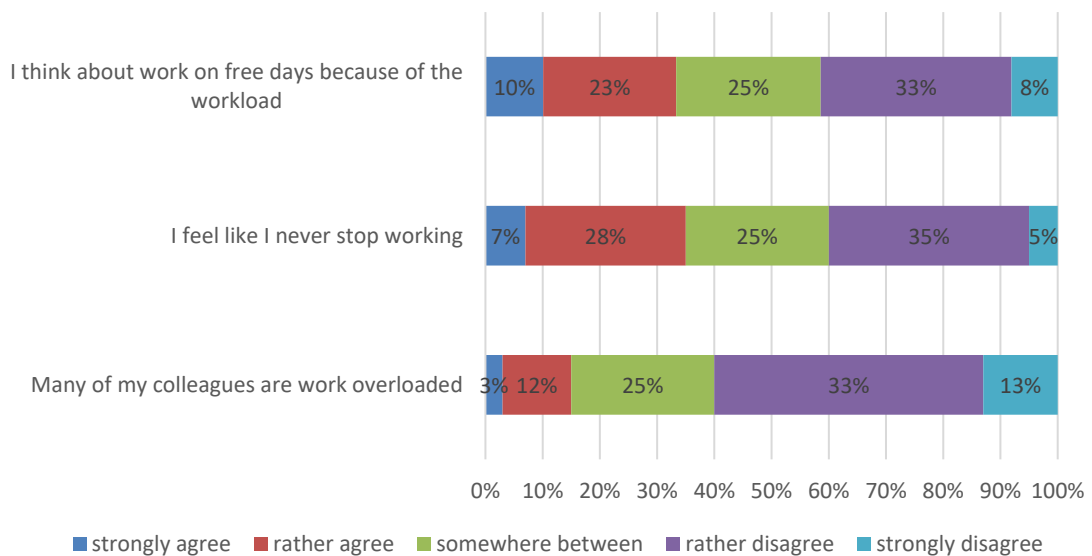

Figure 4 Stress management

One-fourth of respondents agree that their work stresses them. The rest don't feel that way or are between the opinions. That could be a good sign for the company. Possibly a proof that PFS focuses on creating a calm environment.

strongly agree ■ rather agree ■ somewhere between ■ rather disagree ■ strongly disagree
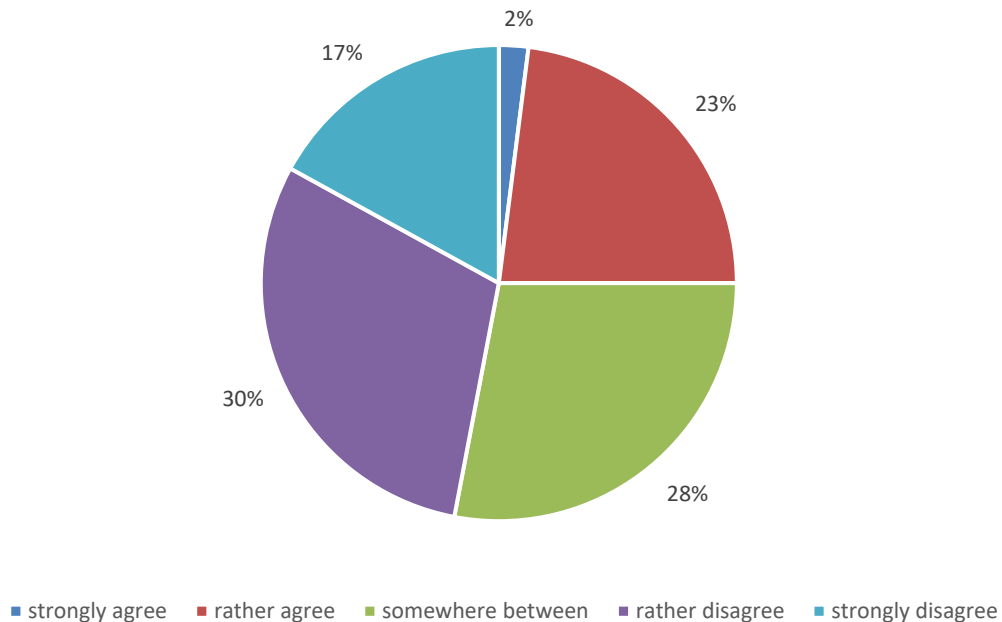
Figure 5 My work stresses me

Similarly, the respondents under a load of stress state, that they *feel that the work is weighing on them*. An interesting observation is that respondents who deny workload and don't feel work-related stress work mostly seven or more hours a day in general. This information could be explained by the fact that those individuals have more time to deal with work and, therefore, don't feel under time or work stress. These individuals take around one-fourth of respondents.

The bigger half, consisting of 58 % of respondents, agree that *their work field is very mentally demanding*. That could be based on the fact that mandataries work with people practically every day and that they work in the finance field, which can be challenging.

On the other hand, also a bigger half, consisting of 57 %, say that *they do not feel anxious while thinking about work*. All 28 % of respondents who state that they do feel anxious also agree that the work is mentally demanding. 30 % of respondents say that they feel bad when they take a day off.
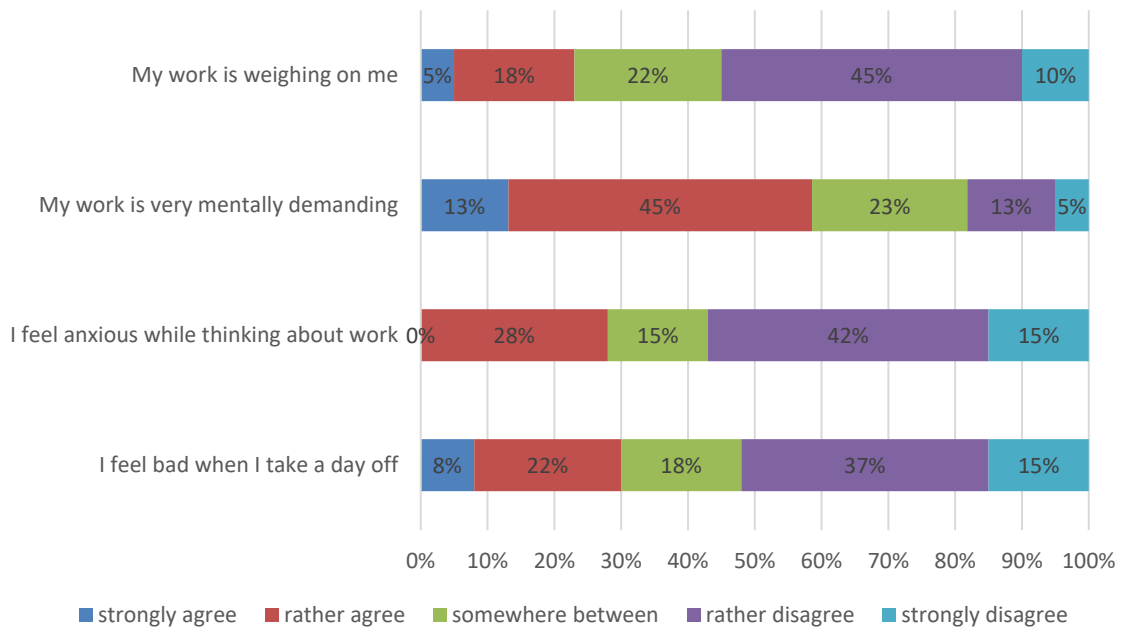
Figure 6 Stress management, 2nd part

The third part of the questionnaire was the **work-life balance** topic. The first question simply asked if respondents *can find a balance between time spent at work and on personal matters*. The results of these questions are satisfactory since the majority consisting of 70 %, agree. Those respondents also work primarily more than 7 hours a day. Only 10 %, which are mostly men, are still looking for a balance between work and personal life. These respondents work a variable number of hours. This data could confirm that more or less hours of work do not align with better or worse work-life balance.
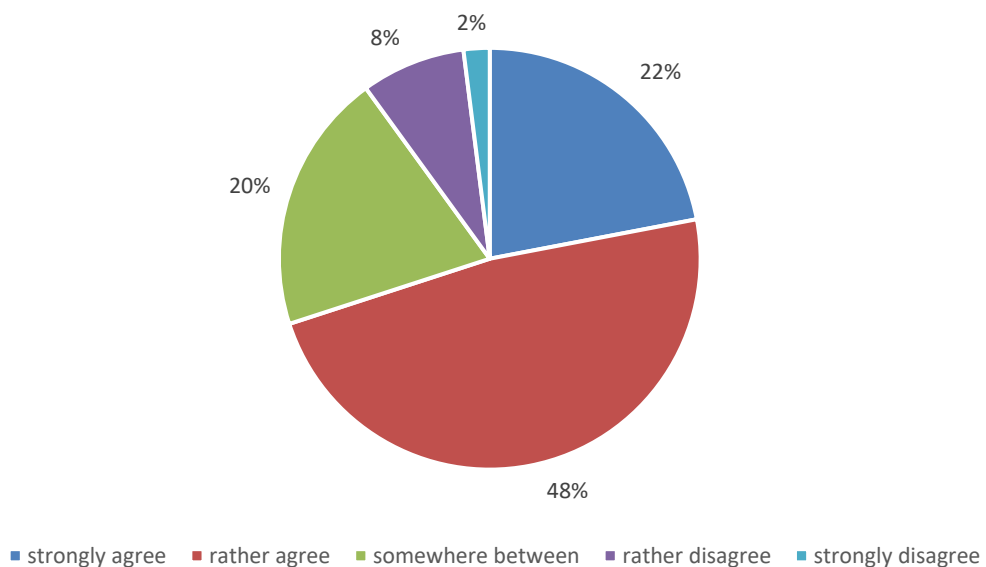

Figure 7 I can find a balance between time spent at work and on personal matters

The following question asked if they *have a hard time focusing on anything else despite work*. Still, the bigger half, consisting of 60 %, can focus on something else, but also respondents who cannot concentrate on non-work-related matters increased since the previous questions, up to 16 %. Based on this finding, it could be concluded that 10 % of respondents who have a balanced life and still focus on work in their free time, it is possible that they do not see work as an obligation but rather as an enjoyable part of life, which was mentioned by 3 % of respondents in one of the opened questions asking for feedback.

The balance between work-related and personal activities was agreed by 44 % and disagreed by 27 %, which is an interesting difference compared to the previous question, where the differences between responses were wider. The last option - between the opinions - is increasing within these three questions. That could be a result of the fact that respondents did not think deeply about their work-life balance until the questionnaire. Next, the respondents were asked *if they feel like they spend too much time with personal activities*. Over 67 % disagreed, only 10 % were unsure, and the remaining 23 % agreed with the statement. Lastly, in the section on work-life balance, respondents were asked *if they had time for rest and relaxation*, 62 % agreed, and only 12 % disagreed. Rest and relaxation are one of the fundamental activities to keep healthy work-life balance, therefore this answer is rather satisfactory.

The fourth part of the analysis researched **job satisfaction.** Respondents were asked, *if their work is like a hobby to them*, where only 8 % disagreed. In a statement, "*my work is interesting enough that it never bores me*, " only 3 % of respondents disagreed. With the statement, "*I feel more satisfied in this job than the majority of people in their occupations*", only 7 % disagreed. Unfulfilled by the occupation feels only 3 % and 10 % of respondents state that they do not find a true pleasure. Based on the responses, it is nice to see that dissatisfied percentage of respondents did not cross the line of 10 %. Therefore, the majority is mostly satisfied.

The next part analysing the **life satisfaction** collected, however, different proportion of responses. People were asked if "*my life is close to my ideal*". Most of the responses were neutral, with statement agreed 41 % and disagreed 21 %. Afterwards, respondents expressed their life conditions. Over 66 % of people stated that they have perfect life conditions. Disagreed only 10 %. *Overall life satisfaction* was supported by 72 %, and only 10 % of respondents did not agree. Almost equal parts between agreement, disagreement and neutral responses collected statements "*so far, I have achieved everything I wanted in my life*" and

a statement "*if I could go back in time, I would change almost nothing*". Unsatisfied individuals could, therefore, seek out support from their colleagues and friends or consider professional life coaches or consultations.

Commitment to the company was another part of the analysis, collecting a similar proportion of answers among questions. Overall, the responses were again positive. A statement "*I am willing to exert significant effort beyond what is typically expected to help PFS company grow and succeed*" achieved agreement up to 75 %. The rest of the responses were half neutral and half disagreement. Significant disparity between opinions gained statement "*I would accept almost any kind of task to keep my position in the company*". With this statement agreed only 55 % of respondents were mostly on managerial positions, one-fourth was neutral, and the smaller fourth disagreed, which were respondents mostly on beginner positions. The interesting point is the difference between these two statements, where more people are willing to do more in order to help the company grow, but in terms of keeping their position in the company, the willingness decreased by 20 %. The almost identical proportion of responses gained statements "I talk about this company with my friends as a great place to work at", "my values and the company's values are almost identical", and "*this company is from all the options the best place to work at*". In all three statements, over 84 % of respondents always agreed; the rest was in majority neutral response, and disagreement ranged between 2 % to 3 %. These results are, for PFS, a great sign of their mandataries' commitment.

Work performance results were again in a majority positive. So far, it could be stated that PFS sticks to its goals and values. After all, this statement was explicitly supported by 13 % of respondents in an open question.

Statements in this section consisted of "*I am fulfilling my work duties*", "*I would rate my work performance at least as good*", "*I do not neglect aspects of the work I am required to perform*", "*I fulfil the responsibilities outlined in my job description*". Agreement within these questions ranged from 71 % to 91 %, most of the remaining responses were neutral, 5 % to 20 %, and the smallest proportion of disagreeing responses ranged from 3 % to 8 %. An interesting finding is that respondents disagreeing with these statements stated before that PFS company is the best option for them to work at, and their values are the same. On the other hand, they also stated, that they would not do something extra to help the company grow nor to keep their job position. All these respondents are childless men, part of the company for five or less years, and on the beginner career level. In the open question, in

majority they are satisfied with the work-life balance offers from the company, but 20 % of them would appreciate lectures from their colleagues and superiors how to put work and personal life in balance.

The next set of questions in this part focused on improving work performance. The range of responses slightly differs from the previous set, but the majority were again positive agreements. Respondents answered the following statements: "*I regularly engage in activities such as development courses that can positively influence my performance*", "*I can offer constructive suggestions for the overall functioning of the work group*", "*I encourage others to try new and more effective ways of performing tasks*", "*I am developing my knowledge and skills to be an asset for the organisation*" and lastly "*I actively seek new ways to improve the efficiency of my work*". Agreement occurred in 78 % to 87 %, rather disagreement ranged from 3 % to 10 % and the rest of responses were opinions between options. For the organisation, it is another excellent sign of mandataries' enjoyment of the work and aspiration to be better at what they do. Although over 16 % of respondents stated, that they do not or cannot provide feedback to the group's functioning. In this case, there might be an opportunity for improvement. The majority of respondents who are not actively trying to improve their work performance also stated before, that they feel that this company is not the best available place to work at, they are anxious from work and would grade their work performance lower than good. They also admitted that they do not fulfil the work requirements. Demographically speaking, these respondents are half-in-half middle-aged men and women, and their working hours do not exceed 4 hours a day. Based on these statements, it could be said that those mandataries do not feel passionate about this organisation, and maybe this kind of employment is not the best option for them.

In the next section, the questionnaire analysed the **conflicts in expected roles**. Surprisingly, only a half of respondents state that they are able to satisfy conflicting demands from their colleagues. 18 % of respondents need help to do so. They are in the majority women, and 2 % of them are managers. This could be an opportunity for supervisors to find a common ground collectively. Luckily, a majority of respondents were able to satisfy their clients' demands. No one disagreed with this statement; only 5 % of respondents were between opinions. Based on that, it could be said that the superiors did a great job while training their subordinates. Conflicting tendencies were found in a statement "*the expectations of my superiors differ from the expectations of my colleagues*". With this statement has an experience 23 % of respondents and around 47 % does not experienced such as situation. Another 25 %

agreed with the statement, "*I am concerned about the expectations from different people*". Most of those said that they can satisfy the conflicting expectations but also that they are anxious from their work. The last three statements: "*I am capable of meeting everything expected of me at work and in my personal life*", "*I am able to meet expectation of my superiors*", and "*I am able to meet the expectations of my family*", again gained similar proportion of responses. Agreement with the ability to meet requirements ranged from 55 % to 72 %; disagreement ranged around a quarter from 10 % to 18 %. Individuals who answered they could not satisfy expectations from their family were from majority men, 25 % of them in directorial positions and looking after a child. The public pressure stereotype could cause this response's proportion, that men are responsible for providing for their families. The rest of 75 % of these individuals were childless and young adults. Based on that, it could be stated that having a family member to take care of is not a condition for family expectations not to be met. There was found an observation that there was an equal proportion of people who can satisfy the demands of their employer of their family, even though in the previous question, they said they could not meet expectations of both of them. This shows that some individuals prioritise the demands of their job while others, based on results mostly women, prioritise the needs of the family. The Positive fact is that most of this 10 % said before that they are actively seeking options to make their work more effective, whether it is to satisfy employer or family will stay mysterious.

For the next section, analysing the support from colleagues, respondents were given another set of Likert scale ranges, which consisted of 6 options of frequency from consistently, very often, often, sometimes, rarely and never. A wider range of options was given in order to collect more specific answers. In the majority of cases, individuals work in a friendly and supportive environment. Statements in this section were: "*Colleagues provide me with advice and valuable information*", "*Colleagues understand me and assist me*", "*I receive useful feedback on my work from colleagues*", and "*Colleagues help me with my work*". Agreement ranged from 70 to 85 %, which shows a supportive environment. Individuals who do not experience such support much often ranged from 11 % to 23 %. Only 2 % of respondents do not receive feedback or help from their colleagues.

In the next section**,** respondents were given back the previous variety of Likert scales. **Support from superiors** was the last specific section analysed. Respondents were given five closed Likert scales and two mandatory open questions. The first statement, "*My superior*

understands my family and personal needs", received almost 70 % of the agreement. However, there were 7 % who did not feel that way. Surprisingly, these individuals were from one half managers or directors and most of them have a child or family member to take care of. From the perspective of company leaders, there should be an opportunity for improvement. Later, these respondents agreed that their superior listens to them when they talk about their family, and they also agreed that the superior understands that they have responsibilities as a family member. Overall, the consensus on the last two questions was 87 %. The last two closed questions asked whether, "In general, are the leaders of this company accommodating to family and personal obligations" and whether "*more experienced employees encourage others to be considerate of the family and personal interests of less experienced employees*". Around 10 % of respondents did not agree with these statements. An interesting fact is that almost every one of them is a manager or director. Half of them state in the open question that this matter is not a concern of superiors, and subordinates should be able to manage the balance on their own. The rest of them would like an opportunity to attend a lecture about time management in order to achieve balance.

9.1 Mandataries' suggestions

First open question asked, "*What would help you better balance your personal and work life from the organisation's side?*". One-tenth of respondents said that they are happy with how things are at this moment. Therefore, they need nothing more. 13 % feel that the work-life balance is their personal matter and that it is not the company's responsibility to help with the balance. Therefore, they do not need anything from the company. All of these respondents earlier stated that they feel like their life is balanced. 8 % of respondents expressed some kind of better financial compensation, and 12 % of respondents would like more information and focus on work-life time management. The majority, consisting of 40 %, did not know what else the company could do, and the rest expressed practical examples. Among them was providing the possibility of a home office and a four-day work week, more communication and support from superiors.

The next opened question asked, "*What do you appreciate in terms of work-life balance within the organisation?*". The results were rather satisfying. 60 % of respondents are grateful for flexibility, whereas 32 % of them also added that the option to be the master of their own time is important for them. They have time to schedule work obligations as they need and, therefore, have time for personal matters. 20 % of respondents expressed practical benefits they like. Among them were communication and understanding from their superiors,

home office, money flexibility, connections and synergy across the company, collective events, and accessibility of internal systems. Respondents who feel that the company is not responsible for this matter decreased since the previous question to 6 %. The split difference appreciates the time flexibility provided by the company. The rest of the respondents did not express themselves.

9.2 Evaluation and summary

When summarising the analysis as a whole, the company can be proud of what they do for their mandataries. As the data show, in many cases, the majority are happy with how things are.

Stress management by mandataries is held well. In the majority of cases, mandataries can manage their workload and mentally demanding work environment. Positive results also gained topics work-life balance and job satisfaction, where the balance can establish more than 60 % of mandataries, and satisfied at work is a majority over of 90 %. Interconnected following topic, the life satisfaction, was relatively neutral, but still more positive than negative. Good feedback was that no one chose that they are completely dissatisfied with their life.

Work commitment and work performance gained significant proportion of positive feedback. That is a wonderful sign for the company. That conclusion is also supported by the received feedback from the opened questions, where many respondents stated that they are satisfied and do not need more company support than they already receive.

Next, the results showed that many mandataries can meet different demands from many people, such as their colleagues or their subordinates, their superiors and family requirements. Another positive finding was the support mandataries receive from colleagues and their superiors.

A summary of the advantages and weaknesses of this company based on the opinion of analysed mandatories is listed in the following table.

Table 1 Strengths and weaknesses of the current state

Strengths of the current state	Weaknesses of the current state
The majority of analysed mandataries know how to balance their life	Some mandataries do not know about the lectures available

Mandataries are satisfied with the amount of support	Over a quarter of respondents feel under heavy workload
Mandataries report good relationships and satisfaction in their work environment	A small proportion of respondents are not understood by their superiors in term of their other obligations besides work
Respondents are able to satisfy demands	Some individuals feel like they are failing to satisfy demands from work or family circles
The majority of respondents are committed to this company and want it to aspire	A small proportion do not think that this company is recommendable as a place to work at

Since the satisfaction was not at 100 %, which is among company of this size and number of mandataries expected, the last part on the analysis will outline recommendations based on the findings from the survey.

10 RECOMMENDATION

Based on the questionnaire survey was found out, that mandataries' work-life balance in PFS is mostly harmonised. Still, the questionnaire brought up a number of topics which are not covered enough and therefore put the personal and work life in disbalance. This section of the thesis will cover recommendations based on the needs mentioned in the questionnaire.

10.1 Financial compensation

A certain number of respondents asked for higher financial compensation. In PFS is a specialised system of financial rewards, in a form of provisions. Since mandataries work as self-employed individuals, their financial provisions are directly proportional to their work performed. Provisions are calculated based on a number of coefficients derived from a career level, contractual reimbursement, company's units, and others. To increase the financial reward, the company would have to change the units used for calculation or change a coefficient related to the career level. By increasing those units, the company could increase the demands for each career level since the requirements are the same for many years. By changing these things, the company would increase overall prosperity, and mandataries would gain more money for their performed work.

10.2 Time management

 12 % of mandataries asked for greater focus on the time management itself. 40 % of them ask for seminars focusing on this topic. Since there are seminars provided by the company on such matters, there is a possibility for improvement for the supervisor. HR could consider reaching out to supervisors more and reminding them regularly that they are responsible for their subordinate's knowledge about self-development seminars and others.

Superiors who do not know that work and personal life are not balanced among their subordinates should have more meetings or individual discussions. If they had those, superiors would know that their colleagues want or need to focus on such topics, and since the company offers them, the superior should make sure that the individuals who need them know about them.

The company usually sends emails with lecture plans for a certain period of time in the future, but there is a possibility that mandataries do not read or open these messages, possibly because they think that there is nothing interesting for them. If this is the case, the superior

should implement in their meetings a discussion about the training plans offered by the company. The superior themself could manage their mandataries so that they would read and know about the training and lecture plans provided. Individual subordinates would be in order to bring up notifications about new seminars on a regular basis. Another possibility could be that mandataries would sign up for heads-ups about specific lectured topics and get mobile phone notifications based on their interests. Since from the whole sample size, only 5 % ask for lectures of this kind, it is possible to conclude that the majority know about lectures provided or they do not feel like they need them. In any way, this number of unawareness should be decreased.

10.3 Specific requirements

Since several mandataries outlined possibilities what they would need from the company, their needs will be specified in the following lines.

In the questionnaire, it was brought up that some would need more precise work with a work calendar and time specified for administrative work. This work timetable, called the Partners Office, is a framework that looks like a calendar but is interconnected with the company's internal systems. Users have an option to log in to their work-related and personal activities. The request mentioned in the questionnaire was that mandataries would put their personal activities in the calendar, so that their colleagues could see what they do at which time. Since there is a possibility to share the calendar with colleagues, it provides an overview of what others do, when they have meetings, and at which places, when they have personal activities, etc. when the whole team works with the same framework, it can save time to others, when they try to reach them or when they need to know, whether they have meetings in shared workspaces, or at other places. Since the Partners Office is free, there is no charge for mandataries to use them.

The requirement also mentioned administrative help in the form of hiring an assistant. The company offers courses for assistants and specialised assistants. These employees help mandataries with the administrative work, which usually takes many hours a week. Mandataries could, instead of administrative work, focus more on client meetings and, therefore, make more money. From practise, some respondents stated, that they have shared assistant for the whole team and that they have more time for work activities, which bring in money, which could even cover the expenses for assistant's paycheck. Shared assistant in practise works

from one place, there is even a possibility for home-office, and deals with administrative work for multiple colleagues.

Shared assistants could also be specialised based on products. For example, Professional Assistant for non-life insurance. These professionals deal with administrative work, client database, closing or finishing new contracts or scheduling new appointments for individual mandataries. From shared experience, these specialised professional assistants take over a lot of work from mandataries, and they can, therefore, focus on the acquisition of new clients and providing regular services for current clients. Assistants, on a regular basis, report their work and accomplishments. For these purposes are recommended shared spreadsheets. These tables have a database of all clients of individual colleagues, and each client has sections for each product which can be offered or is already owned. Professional assistants then write their reports in the column of their specialisation. The owner of the table has a complete overview of activities with each individual client.

Another requirement in the questionnaire was to share experiences from more experienced colleagues with less experienced newbies. Newbies in their twenties want to hear that they can manage school and start a business simultaneously. Such topics are lectured at the quarterly company conferences. Especially for newbies, who are in beginner career positions, they are lectured on topics such as, for example how to manage work and personal life, how to work efficiently with time and work tools, how to gain more clients and contacts, etc. The company makes sure that these vital topics are covered and lectured to newcomers. Since this respondent asks for them, it is possible that he or she was not present on any of the company conference. It is a company's responsibility to create the culture and make sure that beginners will receive needed support, but it is the responsibility of each mandatary or group's manager or superior to make sure that their subordinates are present at the company's events. The attendance is not mandatory, but it is highly recommended. The leader of a group of mandatories should ensure that all of them will make time for one weekend to attend their conferences. The conference date is always known three months ahead, so everyone can make time in their schedules.

Another possibility of sharing experiences quickly and widely could be sharing short videos across the company. Each video would cover some interesting topics or any kind of experience that is suited to be shared. Experienced colleagues would record themselves and talk about, for example, their beginnings, what helped them in the beginning to balance work and their studies or other parts of personal life, what kind of obstacles they met and how they

overcame them. Next, the topics could be the basics of the mandatary's work – how to gain recommendations, how to sound convincingly in meetings and present confidence, how to keep order in client database and materials and some basics to communication and dealing with people.

Some respondents would need a higher level of acceptance from their superiors. They state that they feel like they work excessively, but their superiors still think that they work little and should try harder. This is possibly an example of little to no communication. Superiors should remember that today's generation values their free time the same amount as their work. Older generations used to pay more attention to their work than their personal life, as was mentioned above, supported by Urbanovská, 2021. Younger Generation Z needs more time and understanding, as supported by Schroth, 2019. Managers, therefore, should take more time with communication and try to understand different approaches among different age generations. It is recommended to schedule individual or group meetings every week, on a suitable regular basis, to discuss subordinates' future development. The timeframes could be on a daily, weekly, and monthly basis so that mandataries know what is expected of them and provide them the possibility to manage their time on their own. Later, they could discuss the timetable with their superior so that it is comfortable and effective at the same time for both sides. Other respondents asked for the implementation of a four-day work week, which is possible with the proper communication and understanding stated.

A higher level of communication and time flexibility in the form of a home office were asked of many other respondents. From the point of view of superiors, it is all based on the quality and quantity of communication. Superiors could offer home-office to mandataries, who have workplace far from home or for those for which the workplace is hardly accessible. On the other hand, the part of mandataries' work is client meetings, which should be held at representative places. However, since mandataries are self-employed, those for which it would be suitable could hire their own little office or transform a room or a place at their home into the workspace where they could hold work meetings. Next, some mandataries ask for a change in the working hours. Since mandataries have the work time in their own hands and only a superior could establish fixed working hours. If mandataries have a problem with the set time by their superior, they should discuss this matter individually and come up with a consensus, which would suit them both.

10.4 Trainings for managerial and higher positions

Since the questionnaire found out that around 10 % of respondents feel like superiors do not care or encourage others to care about work-life balance, and the majority of them were superiors themselves, it is recommended to establish training or online webinars for managers and other leading career levels. These webinars could, for example, discuss differences between age generations and help leaders understand young people better. This could lead to efficient communication between young people and their older superiors, which could afterwards lead to better understanding and overall well-being of mandataries. Online training is common across the whole company's branch because the online meetings are free, and many people can join. Also, the webinars that are currently offered are recorded most of the time so that others who did not have time could play them in their own time. Topics could also be pre-chosen by individuals who would be interested, for example, by a little poll shared by email consisting of a few possible issues. The topic with the most reactions would be lectured, and if the other topics gained a lot of reactions, too, they could be scheduled as the next topic for discussion. Lecturers could be HR representatives or from external sources. Another possibility would be peer-to-peer online coaching. In practice, the leader who would be found to have great experience in such a matter would pass on his or her techniques and recommendations.

10.5 Re-administration of a questionnaire survey

In the questionnaire and through online communication, the author got requests to share the analysis results. That could be a sign of a fact, that some mandataries or even leaders are interested in the topic of work-life balance care and want to know how the company is doing in such a matter. Based on that, it is recommended that the company's leaders or superiors of the company's subbranches establish such a survey to analyse their own branches' mandataries and their level of well-being and work-life balance.

The cost of establishing a survey is only in time-matter since the questionnaire can be held online and for free. Creators could take an example from the shared questionnaire or create their own and find answers to their questions. Afterward, it is recommended to discuss the findings collectively or individually. Such a survey could be conducted more times a year, individually, to determine how it would suit each company's branch.

This practice could increase the well-being of mandataries since some of them feel like the leaders do not pay attention to the work-life balance. If they establish the survey, mandataries would feel valued and heard, which would increase their well-being, and after discussing the

results and implementing needed support and requirements, the work-life balance would increase, too.

CONCLUSION

The aim of this thesis was to analyse the current state of work-life balance care for mandataries and based on that, provide recommendations for developing better work-life balance in the company.

The results gathered from the online survey were mostly satisfying. The majority of mandatories are satisfied with how the company treats them, and they like the company's friendly culture. Data showed that the company offers work-life balance courses, developmental courses preparing for different career positions, and stress handling training. The company has a project, JUMP!, which was found to have a significant effect on participants. Next, data showed that mandataries enjoy company events, where they create new connections and share their experiences.

Since the work-life balance topic is a curtail determinant in the work field, it was satisfactory to find out that most mandataries appreciate the flexibility, freedom and accessibility offered by this kind of employment. The results showed that the majority pay attention to this matter, and only a fraction of respondents feel stressed or under a load of work tasks. Regarding harmonising work and personal life, a quarter of respondents do not have their lives in balance. Also, a quarter of respondents stated what more they would need from the company to balance their life and work. Still, the bigger half is satisfied and has their work-life balance established.

The fitting recommendations were outlined, such as sharing more information with superiors among their team about lectures and training offered by the company since some of them did not know about this possibility. Also, in general, it was recommended to increase the quantity of communication and individual discussions about individual needs. Lastly, the repetition of establishing a questionnaire across branches was recommended since there are individuals interested in the results.

The main limitations of the thesis were the sample size and return rate ratio. Therefore, further could be suggested further research which would require analysing more than one branch of the company and ensure a higher return rate for the questionnaires. Research done across the whole company could influence the result of the analysis.

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LIST OF ABBREVIATIONS

HR   Human resources

HRM   Human resources management

Gen   Generation

PFS   Partners Financial Services, a.s.

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APPENDIX P 1: THE SURVEY IN CZECH

Úvod

Dobrý den, do rukou se Vám dostává dotazník, který je klíčem k úspěšnému dokončení mého bakalářského studia.

Vyplněním dotazníku pomůžete nejen mě, ale můžete svými názory změnit systém tohoto tématu v organizaci. Máte zde možnost vyjádřit se k problematikám, které úplně nefungují či naopak vyzdvihnout skutečnosti, které fungují.

Mé studium zaměřené na Anglický jazyk pro manažerskou praxi mě vedlo k tématu, které je pro mě nejen akademicky důležité, ale také osobně blízké – schopnost harmonizovat práci a soukromý život. S několikaletou zkušeností poradkyně (…) jsem se rozhodla, že se zaměřím právě na tuto problematiku a budu spolupracovat přímo s naší firmou, abych mohla provést průzkum napříč strukturami.

Vaše odpovědi mají klíčový význam pro úspěšné dokončení mé práce. Prosím, věnujte dotazníku svou plnou pozornost a odpovídejte upřímně a s důvěrou. Vaše údaje budou použity výhradně pro akademické účely a Vaše přispění může mít vliv na budoucí vývoj v oblasti managementu a životní rovnováhy.

Děkuji všem za pomoc

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Demografie

1. Pohlaví
   a. Muž
   b. Žena

2. Věk
   a. 20 let a méně
   b. 21-30
   c. 31-40
   d. 41-50
   e. 51+

3. Počet let ve struktuře
   a. 5 let a méně
   b. 6-10
   c. 11-15
   d. 16 a více

4. Nejvyšší dosažené vzdělání
    a. Středoškolské s maturitou
    b. Vyšší odborné
    c. Vysokoškolské

5. Pozice v organizaci
    a. Budoucí vedoucí
    b. VIP
    c. Manažer
    d. Ředitel
    e. Partner

6. Starám se o: možnost více odpovědí
    a. Dítě v předškolním věku
    b. Dítě v povinné školní docházce
    c. Dítě na střední škole
    d. Dítě na vysoké škole
    e. Stárnoucí rodiče/ člena rodiny
    f. Zdravotně postiženého člena rodiny
    g. Nestarám, jsem bezdětný/á

7. Průměrný počet hodin strávený prací
    a. 3-4
    b. 5-6
    c. 7-8
    d. 8 a více

Řízení stresu: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

8. Mám hodně pracovních úkolů a málo času na ně
9. Cítím se tak zahlcený/á úkoly, že i v nepracovní dny přemýšlím nad prací
10. Mám pocit, že se vůbec nezastavím
11. Mnoho lidí v mém týmu je unaveno z množství práce
12. Má práce mě stresuje
13. Mám pocit, že na mě práce příliš doléhá
14. Má práce je velmi psychicky náročná
15. Někdy, když přemýšlím nad svou prací, cítím tíseň
16. Mám výčitky, pokud si vezmu volno z práce

Harmonie mezi prací a soukromým životem: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

17. Dokážu najít rovnováhu mezi časem tráveným v práci a časem pro soukromý život

18. Často mám potíže věnovat se i něčemu jinému, než práci

19. Celkově jsou mé pracovní aktivity a osobní aktivity vyvážené

20. Mám pocit, že trávím nepracovními aktivitami příliš mnoho času

21. Mám čas i na odpočinek a relaxaci

Spokojenost v zaměstnání: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

22. Má práce je pro mne jako koníček

23. Má práce je natolik zajímavá, že mne nikdy nenudí

24. Mám pocit, že jsem ve své práci spokojený/ á více než většina lidí ve svých zaměstnáních

25. Má práce mne naplňuje

26. Ve své práci nacházím skutečné potěšení

Spokojenost v životě: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

27. Ve většině ohledů je můj život blízko mého ideálu

28. Mám skvělé podmínky pro svůj život

29. Jsem spokojený/á se svým životem

30. Zatím jsem dosáhl/a všeho, co jsem v životě chtěl/a

31. Kdybych se mohl/a vrátit v čase, téměř nic bych nezměnil/a

Závazek k firmě: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

32. Jsem ochoten/na vynaložit značné úsilí nad rámec toho, co je běžně očekáváno, abych pomohl/a společnosti Partners růst a uspět

33. Se svými přáteli mluvím o této společnosti jako o skvělém místě k práci

34. Přijal/a bych téměř jakýkoliv typ úkolu, abych mohl/a pokračovat v práci v této společnosti

35. Mé hodnoty a hodnoty této společnosti jsou velice podobné

36. Tato organizace je pro mě ze všech možností nejlepší místo k práci

Pracovní výkon: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

37. Plním své pracovní povinnosti

38. Můj pracovní výkon bych hodnotil/a minimálně jako dobrý

39. **Nezanedbávám** aspekty práce, kterou jsem povinen/na vykonávat

40. Plním povinnosti uvedené v popisu práce

41. Zapojuji se pravidelně do činností, například rozvojových kurzů, které mohou pozitivně ovlivnit můj výkon

42. Mohu podávat konstruktivní návrhy ke zlepšení fungování pracovní skupiny

43. Povzbuzuji ostatní, aby zkoušeli nové a efektivnější způsoby pro vykonávání práce

44. Rozvíjím své znalosti a dovednosti, abych byl/a přínosem pro organizaci

45. Aktivně hledám nové způsoby, jak zlepšit efektivitu své práce

Konflikty v očekávaných rolích: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

46. Jsem schopen/na uspokojit protichůdné požadavky mých kolegů

47. Jsem schopen/na uspokojit požadavky klientů

48. Očekávání mých nadřízených se liší od očekávání mých kolegů

49. Očekávání mých nadřízených se liší od očekávání mých kolegů

50. Znepokojují mne očekávání od různých lidí

51. Jsem schopen/na splnit vše, co se ode mne očekává v práci i v osobním životě

52. Jsem schopen/na splnit očekávání mých nadřízených

53. Jsem schopen/na splnit očekávání mé rodiny

Podpora spolupracovníků: škála 6 bodů od nikdy-zřídka-někdy-často-velmi často-stále

54. Spolupracovníci mi poskytují rady a cenné informace

55. Spolupracovníci mi rozumí a pomáhají mi

56. Dostávám od kolegů užitečnou zpětnou vazbu ke své práci

57. Kolegové mi s mou prací pomáhají

Podpora nadřízených: škála 5 bodů silně nesouhlasím, spíše nesouhlasím, mezi, spíše souhlasím, silně souhlasím

58. Můj nadřízený chápe mé rodinné a osobní potřeby

59. Můj nadřízený mne vyslechne, když mluvím o své rodině

60. Můj nadřízený chápe, že mám jako člen rodiny povinnosti/ odpovědnost

61. Obecně jsou vedoucí této společnosti vstřícní k rodinným a osobním povinnostem

62. Pracovně starší povzbuzují ostatní, aby byli citliví k rodinným a osobním zájmům pracovně mladších

Co by Vám ze strany organizace pomohlo lépe sladit Váš soukromý a pracovní život? (Otevřená povinná otázka)

Co z hlediska slaďování práce a soukromí u organizace oceňujete? (otevřená povinná otázka)

Závěrem

Mezi vedoucími hledám dobrovolníky, kteří by mi popsali, co pro slaďování práce a soukromí své a svých podřízených dělají. Pokud jste ochoten/na mi pomoci, prosím zanechejte zde své jméno a kontaktní údaj. Děkuji předem (otevřená nepovinná otázka)

Chtěli byste závěrem něco dodat? (otevřená nepovinná otázka)

P II: SURVEY IN ENGLISH

Introduction

Hello, you are receiving a questionnaire that is the key to the successful completion of my bachelor's studies.

By filling out the questionnaire, you will not only help me, but you can change the system of this topic in the organization with your opinions. Here you have the opportunity to object to problems that do not work at all or, on the contrary, highlight the facts that do work.

My studies focused on the English language for managerial practice led me to a topic that is not only academically important to me, but also personally close to me - the ability to harmonize work and private life. With several years of experience as a consultant (…), I decided to focus on this particular issue and to work directly with our company in order to carry out research across structures.

Your answers are crucial to the successful completion of my work. Please give the questionnaire your full attention and answer honestly and confidently. Your data will be used exclusively for academic purposes and your contribution may influence future developments in the field of management and life balance.

Thank you all for your help

Lucie Hospodářová; l_hospodarova@utb.cz

Demography

1. select gender

    a. male

    b. female

2. select an age

    a. 20 or less

    b. 21-30

    c. 31-40

    d. 41-50

    e. 51 and more

3. number of years working in the organisation

    a. 5 or less

    b. 6-10

    c. 11-15

    d. 16 and more

4. highest education level
    a. high school with a graduation diploma
    b. university
    c. higher vocational

5. position in the organisation
    a. beginner
    b. VIP
    c. Manager
    d. Director
    e. partner

6. I take care of: (multiple choice)
    a. A child in preschool age
    b. A child in compulsory school attendance
    c. A child in high school
    d. A child in college
    e. Aging parent/ family member
    f. Disabled member of the family
    g. I don't care, I'm childless

7. average number of hours spent working per day
    a. 3-4
    b. 5-6
    c. 7-8
    d. 8 and more

Stress management: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

8. I have a lot of work tasks and little time for them
9. I feel so overwhelmed with tasks that even on non-working days I think about work
10. I feel like I won't stop at all
11. Many people on my team are tired of the amount of work
12. My job stresses me out
13. I feel that work is weighing on me too much
14. My job is very mentally demanding
15. Sometimes when I think about my work, I feel pressure
16. I feel bad if I take time off from work

Work-life balance: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

    17. I can find a balance between work and personal life

    18. I often find it difficult to devote myself to anything other than work

    19. Overall, my work activities and personal activities are balanced

    20. I feel like I spend too much time on non-work activities

    21. I also have time for rest and relaxation

Job satisfaction: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

    22. My work is like a hobby for me

    23. My work is so interesting that I never get bored

    24. I feel that I am more satisfied in my work than most people are in their jobs

    25. My work fulfils me

    26. I find real pleasure in my work

Life satisfaction: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

    27. In most ways, my life is close to my ideal

    28. I have great conditions for my life

    29. I am satisfied with my life

    30. So far I have achieved everything I wanted in my life

    31. If I could go back in time, I would change almost nothing

Commitment to the company: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

    32. I am willing to put in significant effort beyond what is normally expected to help Partners grow and succeed

    33. I talk to my friends about this company as a great place to work

    34. I would accept almost any type of assignment to continue working at this company

    35. My values and the values of this company are very similar

    36. This organization is the best place to work for me

Work performance: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

    37. I am fulfilling my job duties

    38. I would rate my work performance as at least good

    39. I do not neglect aspects of the work I am required to do

40. I fulfil the duties specified in the job description

41. I regularly engage in activities, such as development courses, that can positively affect my performance

42. I can make constructive suggestions to improve the functioning of the working group

43. I encourage others to try new and more efficient ways to get work done

44. I develop my knowledge and skills to be an asset to the organization

45. I am actively looking for new ways to improve the efficiency of my work

Conflicts in expected roles: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

46. I am able to satisfy the conflicting demands of my colleagues

47. I am able to satisfy the client's requirements

48. The expectations of my superiors are different from those of my colleagues

49. I worry about expectations from different people

50. I am able to fulfil everything that is expected of me at work and in my personal life 10%

51. I am able to meet the expectations of my superiors

52. I am able to meet my family's expectations

Support form colleagues: Likert scale never, rarely, sometimes, often, very often, all the time

53. Colleagues provide me with advice and valuable information

54. My colleagues understand me and help me

55. I receive useful feedback on my work from colleagues

56. My colleagues help me with my work

Support from superiors: Likert scale strongly disagree, rather disagree, between, rather agree, strongly agree

57. My supervisor understands my family and personal needs

58. My supervisor listens to me when I talk about my family

59. My supervisor understands that I have duties/responsibilities as a family member

60. In general, the leaders of this company are accommodating to family and personal responsibilities

61. Working seniors encourage others to be sensitive to the family and personal interests of "working juniors"

62. What would the organisation help you to better balance your private and work life? (open mandatory question)

63. What do you value in terms of balancing work and privacy in the organization? (open mandatory question)

Conclusion

64. I am looking for volunteers among managers who would describe to me what they do to balance work and privacy for themselves and their subordinates. If you are willing to help me, please leave your name and contact information here. thanks in advance. (open voluntary)

65. Would you like to leave a comment? (open voluntary)