

**An employee's living wage and their quality of work life:
Discussing the importance of work-life balance in China**

By

Qiming Zhang

September 2020

Student ID- 18031910

**A dissertation submitted to Auckland University of Technology in partial fulfilment of the
requirements for the degree of Master of Business in Management**

**Department of Business, Economics & Law
Auckland University of Technology**

Abstract

The purpose of this research is to provide a literature review of living wage and the links to work-life balance, with a specific focus and application towards China. The literature focuses on the perspectives of both employers (specifically senior HR managers) and employees. In addition, the literature review provides a critical and comparative review of the work-life balance literature and its application and integration into living wage and associated outcomes. The review provides new directions and highlights limitations in existing research and offers a theoretical model for future research.

Table of contents

Chapter 1 Introduction.....	6
Chapter 2 Literature review research method.....	8
Chapter 3 Literature review.....	9
3.1 An overview of living wage.....	9
3.1.1 Policies related to living wage.....	9
3.1.2 The implementation effect of living wage.....	11
3.2 An overview of work-life balance.....	12
3.2.1 Antecedents.....	12
3.2.2 Consequences.....	14
3.2.3 Policies related to work-life balance.....	15
3.3 Employee perspective.....	17
3.4 Employer perspective.....	18
3.5 Research gaps.....	20
Chapter 4 Theoretical and practical implications.....	21
4.1 Theoretical implications.....	21
4.1.1 Employees' perspectives.....	21
4.1.2 Employers' perspectives.....	24
4.2 Practical implications.....	26
Chapter 5 Conclusions and recommendations.....	31
Chapter 6 Research limitations.....	34
References.....	36

List of Figures

Figure 1 The conceptual model.....	21
------------------------------------	----

Attestation

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Signature Qiming Zhang

Date 12/09/2020

Acknowledgements

I would like to thank Professor Jarrod Haar for his expertise, and for being so generous with his time in overseeing the research. His interest in the project and his literature and event recommendations were integral to the development of the project from the proposal to the final hand-in. I feel grateful to have been able to work with and learn from him.

Thank you to the staff at my research school, who dedicated time and energy during the busy school year to take part in the research. Their enthusiasm for the concept and willingness to share teaching practice made the project possible.

Chapter 1 Introduction

As the pace of life accelerates, balancing work and family needs is a core challenge for employees and organizations (Valcour, 2007). Work-life balance refers to that employees are satisfied in all areas of life, which can be well allocated in terms of time, energy and resources (Seong, 2016). Haar (2013, p. 3308) defines work-life balance as “the extent to which an individual is able to adequately manage the multiple roles in their life, including work, family and other major responsibilities”. According to Haar (2013), employees achieve self-perceived balance through successful management in multiple roles so as to achieve work-life balance. Employees with better balance are more able to cope with the challenges of their multiple roles, resulting in additional benefits and benefits. Thus, those with more balance can do so because they have extra self-esteem, not from any particular role, but from the overall ability to manage multiple roles simultaneously as successfully as possible.

According to the Rules of the International Labor Organization, living wages not only include material and monetary aspects, but also extend to satisfy employees' desire for a decent life, thereby achieving efficient Work and promoting family development for present and Future generations (Global Commission on the Future of Work, 2019).

Setting living wage system is essential for the possibility of escaping from working poverty and fostering an atmosphere of work justice and work-life balance (Haar, Sune, Russo, & Ollier-Malaterre, 2019; Maleka et al., 2018). From the perspective of money, it is crucial to set a reasonable and scientific living wage system, because lower living wage means that it is practically impossible to escape from poverty, while setting it too high will destroy the vitality of organizations rather than sustainability (International Labour Organization, 2013). Thus, it can be seen, that employee wages, especially living wages for low-income groups, are likely to be directly related to employees' work-life balance (Haar et al., 2019).

The debate over minimum wages in China has intensified as a result of rising inequality, heightened cost of living and welfare reform, but this is still largely framed by econometric cost-benefit parameters applicable to minimum wage regulation (Keung Wong, Li & Song, 2007). Yu (2008) pointed out that the guarantee effect of China's minimum wage policy could not fully meet the needs of workers. As indicated by Yao, Parker, Arrowsmith and Carr (2017), living wage has traditionally been defined as enabling people to participate meaningfully in social life, rather than simply making ends meet, through entertainment, raising a family and being able to make savings. Furthermore, Stevens (2018) stated that workers receiving living wage should have a better work-life balance than those who did not.

Therefore, the purpose of this research is to provide a critical and comparative literature on work-life balance on the basis of living wage, and specifically discuss the wage of Chinese employees and its impact on the quality of work and life and ultimately, their work-life balance. This literature review examines the literature on living wage and work-life balance, and explores the relationship between living wage and work-life balance from the perspective of

employee and employer, and attempts to elaborate theoretical and practical implications, so as to provide more meaningful references for the future research and development of living wage in China.

Chapter 2 Literature review research method

This research adopts the literature review research method to study the living wage and working life quality of employees and illustrate the importance of realizing the relationship between a living wage and work-life balance. The literature review research method mainly refers to collecting and analyzing the relevant literature on this research topic, in order to clarify the basic situation and progress of this field. The basic purpose is to organize, , analyze and evaluate the existing research results, so as to systematically and briefly describe the research activities and results on the subject in a specific period, so as to help keep abreast of the latest developments in the discipline or professional field (Angell et al., 2015). This approach seeks to provide more theoretical support for the research problem (Machi & McEvoy, 2016).

Researchers can use tools such as Google scholar to retrieve papers under the theme "living wage" and "work-life balance" respectively. Due to geographical limitations, researchers in China are currently unable to directly open Google scholar search. Therefore, this researcher needed to use a platform to jump to use Google scholar. Specifically, researcher opens the Google browser, enters the platform address: <http://sci.xueshuwu.cn/#> in the browser's url input field, and then presses the enter key on the keyboard to jump. Next, researcher can go to the jump platform and directly use Google scholar to search for content. Alternatively, a researcher could access databases including the website of the AUT library online databases.

This research first classifies literature about living wage and work-life balance according to the literature review research method, gives an overview of living wage and work-life balance respectively, and finds relevant articles. Then, all articles from the perspective of employee and employer will be divided into two categories. These two categories will be classified at the same time; the specific classification will be detailed in the text. The research on the relationship between living wage and work-life balance from macroscopic and microscopic perspectives will be further understood and combed, so as to provide a basic framework for the establishment of theoretical implications and practical implementations in the following chapters.

Chapter 3 Literature review

This part will explain living wage and work-life balance in detail in aspects of concept, argument, hypothesis, evidence, conclusion, and analyze the main points and findings from the perspective of employer and employee respectively. Moreover, the research literature on living wage and work-life balance published in major academic journals in recent ten years will be summarizing.

3.1 An overview of living wage

Through searching and summarizing, the literature related to living wage is mainly divided into the following categories: 1) policies related to living wage; 2) the implementation effect of the living wage.

3.1.1 Policies related to living wage

With the gradual implementation and development of the living wage policy, many scholars pay attention to and research on it. A large body of literature is positive about the effects of the living wage, arguing that it can effectively increase income, stimulate demand, and promote growth. Initially, the living wage was calculated according to the official poverty line (Pollin, 2001). However, most studies believe that the official poverty line was too low to be used as a basis for the living wage (Figart, 1999; Sabia & Burkhauser, 2010). While Glickman (1999) and Anker (2006) propose that a broader definition or other calculation methods should be considered.

Different countries have different minimum wage policies. Some countries adopt the idea of a minimum wage, while others, albeit much less often, adopt the idea of a living wage. In general, minimum wages in countries with a living wage have remained high as a percentage of median earnings for full-time workers. From 2008 to 2013, the proportion of the minimum wage in the average wage in France was basically maintained at around 60%, and even showed a trend of increasing gradually. Other countries with lower wage floors, such as the United States and the United Kingdom (before 2016), with much lower percentages.

In the United States, a minimum wage is usually required to be higher than the state and federal legal minimum wage, so that a full-time worker can support a family of 3-4 people above the federal poverty line. In 2003, for example, a full-time worker supporting a family of four above the federal poverty line of \$18,400 needed to earn a minimum wage of \$8.85 per hour, well above the federal minimum wage. By 2009, more than 100 cities had implemented the living wage act (Reich et al., 2014).

Living Wage Canada is a portal to promote learning and information sharing among these communities and to help establish a national Living Wage movement. It provides a consistent definition of the living wage, a methodology for calculating it, and details of identifying business and community leaders committed to adopting a living wage policy strategy. However,

these are not official guidelines or mandatory Living Wage standards (Living Wage Canada). The Canadian city of new Westminster is the only one in the country to follow the United States in passing an urban living wage.

At present, many city councils in the UK publicize and practice the living wage standard, and some cities take it as one of the economic development strategic objectives to operate. Citizens UK found that the number of companies accepting this wage rate in the UK in 2014 was three times higher than in 2013 (Prowse & Fells, 2016). By 2014, more than 1,000 employers across the UK were using the living wage as a benchmark (Prowse & Fells, 2016). Employers who accept the living wage have become one of the hallmarks of a good employer, with thousands now signing up and proudly displaying the living wage employer's logo. As of the end of July 2016, the minimum living wage in the UK was £ 8.25 / hour, and the minimum living wage in the city of London was £ 9.40 / hour (Prowse & Fells, 2016).

At present, China still adopts the minimum wage policy system, which has been implemented in first-tier cities such as Shanghai and Shenzhen since 1992 (Fang & Lin, 2015). Minimum wage is defined as an obligation of employers, that is, they must hire workers at a level higher than a certain standard of labor remuneration (Fang & Lin, 2015). Since the Ministry of Labor and Social Security promulgated the Provisions on Minimum Wage in 2004, China's minimum wage system has undergone a series of changes in the past decade (Fang & Lin, 2015). The minimum wage standards in all provinces have maintained an overall upward trend. For example, the highest growth rate of the minimum wage was in Henan province, where the minimum wage increased by nearly 338% from 320 yuan in 2004 to 1,900 yuan in 2019 (Statistical Yearbook of China, 2019). In fact, China now implements a regional minimum wage standard, which varies from one province to another and even within each province. Because the actual situation of each city is different, the income situation and consumption level of different city dweller are different. For example, according to the most high-end comparison of the minimum wage standards among Chinese provinces in 2019, the highest one is 2,480 yuan per month in Shanghai and the lowest one is 1,500 yuan per month in Qinghai (Statistical Yearbook of China, 2019). Although the minimum wage standard shall be adjusted at least once every two years (Hau et al., 2016), no specific provisions have been made on the adjustment period and time of the minimum wage standard across the country, the adjustment period varies in length and time. Thus, it can be seen that the minimum wage policy reflects fairness principle, which represents survival wage. It can reduce the labor cost of enterprises in the low-order economic environment, on the premise of ensuring the basic life of workers, so as to improving efficiency and promoting economic development (Hau et al., 2016).

3.1.2 The implementation effect of living wage

Overall, the literature shows a number of impacts from a living wage policy. These are discussed separately, as follows:

(1) Impact on poverty. Supporters of the implementation of living wage argue that it can reduce poverty in countries that have implemented living wage, such as the United States (Wills, 2016). On the contrary, Freeman (2005) argue that even the most appropriate local living wage laws cause employers to reduce employment, which in turn prevents them from reducing poverty. The debate is like that over the effect of the minimum wage, but the living wage covers much less than the statutory minimum wage and mainly covers employers who serve local authorities. Then local governments, as consumers, can bear the increase in commodity prices caused by the increase in production costs, thus ensuring that the demand for these workers will not have a negative employment effect (Stabile, 2009). Therefore, most scholars still believe that the living wage act can significantly reduce poverty.

(2) The impact on employment. In general, opponents of the living wage laws argue that they raise labor costs and lead to job losses (Snarr, 2011). When high wages have to be paid, employers will use high-skilled, high-wage workers to replace low-skilled, low-wage workers, making low-wage workers even more difficult (Shanafelt et al., 2012). This theory has been confirmed by a series of empirical studies of Adams. But the empirical results are not all negative. Anker (2006) studied the employment situation before and after the implementation of the living wage law in 31 cities and found that the employment situation in most cities had improved. Even in those cities where the employment rate declined, the author also proved that the living wage law was not the real reason for the deterioration of the employment situation.

Although China's minimum wage policy has been implemented for a long time, its effect is not satisfactory (Wang & Gunderson, 2011). In formulating and implementing the minimum wage policy, local governments often distort the original goal of the policy in order to maintain the sustainable development of local economy under the guidance of the concept of efficiency. The root behind it is not only the level of policy design, but also the level of policy ethics. Since the official implementation of the minimum wage policy in 1992, China's minimum wage policy has experienced the evolution from the double-track system to the combined system (Jiang, 2016). From the establishment of the policy in 1992 to the breakthrough of 2,000 yuan for the first time in 2015, some first-tier cities in China, such as Shenzhen, have made many pioneering attempts and explorations in the process of policy evolution, playing a benchmark role in the construction of China's minimum wage policy (Hau et al., 2018). Due to path dependence, the evolution of China's minimum wage policy is limited to the change of policy form, while the policy still reflects the concept of living wage in essence, resulting in the policy effect can only barely maintain the survival of workers.

In fact, the current minimum wage system in China can only guarantee the basic consumption expenditure of low-income workers but cannot guarantee the consumption expenditure of the

whole family at all. Moreover, the existence of institutional barriers makes it impossible to fully enjoy the public welfare and services comparable to those of registered citizens, and they can only struggle to survive in cities with high living costs. The majority of those who receive the minimum wage are migrant workers, whose income is low, and they belong to the disadvantaged groups in society. As an important social security policy, the minimum wage policy is directly related to the basic living rights and development rights of workers themselves and their families. The new generation of migrant workers has become the main force in the labor market. With the awakening of their rights protection consciousness and self-consciousness, they have a deeper subject consciousness and development vision (Mayneris et al., 2018). The living pressure of low-income workers cannot be properly relieved, which makes them prone to use abnormal means to meet the demands of collective wage increase, and thus becomes the normal incentive for the instability of labor relations. In this case, if China's minimum wage policy continues to take the concept of subsistence wage as the leading value in the future, it is difficult to achieve the ideal policy effect and maintain the harmony and stability of labor relations. When the economy develops to a higher level, low labor cost will have a certain negative effect on social and economic development, and these negative effects will reinforce each other with low wages (Mayneris et al., 2018).

3.2 An overview of work-life balance

3.2.1 Antecedents

There are a number of antecedents towards work-life balance and I have grouped these into five broad categories:

1) Work related needs, including work demands, working hours, work pressure, work overload and work flexibility. The three primary determinants of role tension are work demand, weekly hours of work, and weekly hours of overtime (Buonocore and Russo 2013; Crain & Hammer 2013; McNall et al. 2010). Work demand is conducive to increasing work-family balance through individuals' overall perception of the degree of job role responsibility requirements (Boyar et al., 2007; Byron, 2005; Butler et al., 2005). The working hours and the frequency of overtime can also affect an individual's role function (Laurijssen & Glorieux 2013; Sturges and Guest 2004; Valcour 2007). For example, Sturges and Guest (2004) found that weekly hours of work were positively correlated with work/non-work conflict. Valcour (2007) found that the number of working hours per week was negatively correlated with work-family balance. These findings are consistent with the health and balance perspective (Voydanoff 2005), which suggests that greater work demands reduce employees' work-life balance because they affect people's resources to deal with multiple life roles. Similarly, Haar et al. (2019) found work hours were negatively related to work-life balance, as were work demands.

2) Job-related resources, including work autonomy, family support, social support and positive interpersonal relationships. Chen et al (2007) put forward the theoretical assumption that the

implementation of work sharing can promote the work-life balance of enterprise employees, and conducted an empirical study to verify that the implementation of work sharing can alleviate work-life conflicts, promote work-life balance, and reduce work pressure to a certain extent. Greenhaus et al. (2012) in exploring low-level and high-level employees work family conflict difference, found that the influence of work on the basis of these resources, either high-level or low-level employee work showed different degrees of intrusion family, for work related requirements should be an important variable of research work family balance. Grzywacz and Marks (2000) found that social support was positively correlated with work-family balance. More recently, Haar et al. (2019) found both job autonomy and supervisor support were positively related to work-life balance.

3) Personality traits, including neuroticism, self-efficacy, mental resilience, sense of responsibility and agreeableness. Grzywacz and Marks (2000) showed that neuroticism was positively correlated with work-life conflict. According to Wayne et al. (2007), neuroticism is negatively correlated with work-life balance, and individuals with neuroticism are not good at promoting work-life balance. Zhao et al. (2012) studied the impact of emotion regulation strategies on work-life relationships. Cognitive reappraisal strategies can improve individuals' emotions and promote the balance between work and life. However, inhibition of expression, instead of helping individuals to handle the work-life relationship well, will destroy the balance between work and life. Overall, the work-life balance literature has not been well explored with personality making these a potentially fruitful area for researchers.

4) life-related factors. There are mainly care and housework for family members, conflicts with family and friends, employment situation of family members and family needs. The larger the number of children, the more time spent in child care will affect the balance (Grzywacz & Marks, 2000). Haar et al. (2019) found family demands was negatively related to work-life balance, while parental status (being a parent) was positively related.

5) Other factors. These include income levels, family support, gender and socio-cultural characteristics. For example, when Eddleston and Powell (2012) studied the work-family balance of male and female entrepreneurs from the perspective of gender, they found that female entrepreneurs tend to cultivate the satisfaction of work-family balance by creating the synergistic effect of work-family balance, while male entrepreneurs tend to cultivate the satisfaction of work-family balance to obtain family support. Greenhaus et al. (2012) found that family support was significantly correlated with work-life balance in the context of high work-life promotion. According to Haar et al. (2017), service-oriented leadership will be a strong support, because it can help achieve work-life balance and indirectly promote employees' work involvement. An international study of nearly 10,000 employees indicated that managing work-life balance has become increasingly difficult (Ernst & Young, 2015). Therefore, senior HR needs to understand the link between job engagement and employees' need to achieve greater work-life balance. However, in these variables, loyalty to work, flexible working hours,

positive attitude towards life and degree of socialization could all influence the effect of work-life balance.

3.2.2 Consequences

Allen et al. (2000) argued that there are three sets of consequences of work-life balance: (1) work-related outcomes (such as job satisfaction, turnover intention, absenteeism and performance); (2) Non-work-related outcomes (e.g., marriage, family and life satisfaction, family performance); (3) Stress-related outcomes (e.g., stress, burnout, and substance abuse). While there are a number of outcomes associated with work-life balance, these have been categorized into the following two broad areas:

1) Work outcomes. There are a wide range of work outcomes associated with work-life balance, including job satisfaction, job burnout, turnover rate, organizational commitment, and job performance. Carlson et al. (2009) confirmed that work-family balance is positively correlated with job satisfaction and organizational commitment, and negatively correlated with turnover intention. The research results of Wang et al. (2011) showed that work-life balance was conducive to the improvement of organizational performance as well as the promotion of employees' job satisfaction. Work-life balance was conducive to the improvement of organizational performance as well as the promotion of employees' job satisfaction. The relationship between work-life balance and separation behavior is generally stronger than the relationship between job satisfaction and balance (Allen et al. 2000; Eby et al., 2005; O'Driscoll et al., 2011). Work-life balance is closely related to turnover behavior. To be specific, employees who have experienced long-term work-life imbalance tend to want to move to a company with a more family-oriented employer (Brough et al. 2008; O'driscoll et al., 2011). Finally, Haar (2013) found work-life balance was positively related to job satisfaction, and this was replicated in seven samples across six countries by Haar et al. (2014). Further, Haar et al. (2017) found work-life balance was positively related to work engagement, while Haar and Brougham (2020) explored work-life balance towards work outcomes using two samples. They reported work-life balance was positively related to job satisfaction in both samples and in their second study (only explored in this sample), work-life balance was positively related to affective commitment and organizational citizenship behaviours. Further, work-life balance was negatively related to turnover intentions in both samples.

2) Wellbeing outcomes. At the family level, Frone et al. (1997) believed that work-life balance could significantly improve life efficiency. According to Haar (2013), non-parents and single employees will also benefit from enhanced work-life balance. In addition, he believes that a focus on balance may be more valuable to the organization, especially since strong mediation effects have been found that can help support and enhance employees' ability to balance their roles. In addition, some scholars have started to extend their studies on the variables of work-life balance results to their career. Dorenzo (2015) found that work-life balance has an

impact on the variability of career. Therefore, the research on work-life balance is still developing. In the future, the research on work-life balance will not only stay at the level of work, family, individual and organization, but also involve the whole society and even the whole nation. Carlson and Kaemar (2000) found that individuals with work-life balance can experience the satisfaction brought by roles in work and life and reduce role conflict. Greenhaus et al. (2003) found that work-life balance was positively correlated with people's quality of life. Haar (2013) and Haar et al. (2014) found work-life balance was negatively related to anxiety and depression, while Haar (2013) also found work-life balance was positively related to life satisfaction and negatively related to emotional exhaustion.

3.2.3 Policies related to work-life balance

1) The United States

Faced with the challenges of economic globalization, the United States, while attaching importance to family responsibilities, has also introduced a series of measures aimed at promoting work-life balance among employees, which have a great impact on the quality of life of employees. America's current system of family welfare care is representative of its balanced programme. In the United States, a law on family leave allows any worker to ask for up to three months' leave because of maternity leave, childcare or illness of a family member, without the employer having the right to dismiss the worker (Barge, 2011). The American government also actively promotes flexible working, including hourly, flexible work, remote work (Barge, 2011). Flexible working system not only enables employees to use their time more freely, deal with the conflicts between work and life, and mobilize their work enthusiasm, but also enables enterprises to employ employees more flexibly, saving labor costs and maximizing benefits.

Part-time jobs provide an attractive option for work-life balance, which enables employees to continue to work, contribute to family income and make career progress, while taking care of their relatives (Tomlinson, 2007). The United States is a classic example of neoliberalism, where women are treated as workers regardless of their caregiving responsibilities, which often leads to long working hours, plus low pay and unsafe forms of work. Employed mothers, especially when they are the head of the household, have no choice but to work full-time, and the emphasis on occupational benefits can add to time pressures. As a result, women specifically, in the United States do not choose low-status part-time jobs as a means of compromise and tradeoffs to adapt to social and economic pressures. In addition, in the United States, there is no "win-win" situation for people involved in the work-life balance negotiation (Tomlinson, 2007).

2) Canada

The Canadian government has launched a time-buying program to balance work and life. To encourage employees to take part in the scheme, the government has introduced a 20% tax-free deposit system for wages and passed a law guaranteeing that employees who take the scheme can return to their old jobs after a year's holiday.

3) European countries

European countries have been enriching their policy practices and explorations at the national and supranational levels. At the supranational level, the OECD's Better Life Index uses work-life balance as an important measure of people's well-being. At the national level, European governments have implemented policies and measures to promote public coordination and work-life balance, which can be roughly divided into work options and vacation options (Arulappan, 2003).

It can be seen that both North America and Europe have entered the transition stage from industrial society to post-industrial society. In the early period after world war ii, both countries realized that the conflict between work and life would become an important social problem leading to social risks, attracting more and more countries to attach great importance to organizations and individuals. At the national level, work-life balance has been explored and practiced as a public issue. In North America and Europe, the trend in government policy making has been to shift from a social policy on working hours to one that emphasizes flexibility and flexible work arrangements for employees. At the enterprise level, enterprises in North America and Europe take work-life balance as an important way and means to overcome overwork, coordinate labor relations and motivate employees, and carry out work-life balance practices such as family pension benefits, flexible working system and employee assistance program (Chandra, 2012). However, from the perspective of government policies, European governments have more systematic policies on work-life balance, and the policy orientation of high welfare is more obvious. The north American government has developed a unique concept and characteristics of the "family friendly" policy.

In fact, the current minimum wage system in China can only guarantee the basic consumption expenditure of low-income workers, it cannot guarantee the consumption expenditure of the whole family at all. Moreover, the existence of institutional barriers makes it impossible to fully enjoy the public welfare and services comparable to those of registered citizens, and they can only struggle to survive in cities with high living costs. The majority of those who receive the minimum wage are migrant workers, whose income is low and they belong to the disadvantaged groups in society. As an important social security policy, the minimum wage policy is directly related to the basic living rights and development rights of workers themselves and their families. The new generation of migrant workers has become the main force in the labor market. With the awakening of their rights protection consciousness and self-consciousness, they have a deeper subject consciousness and development vision (Mayneris et al., 2018). The living pressure of low-income workers cannot be properly relieved, which makes them prone to use abnormal means to meet the demands of collective wage increase, and thus becomes the normal incentive for the instability of labor relations. In this case, if China's minimum wage policy continues to take the concept of subsistence wage as the leading value in the future, it is difficult to achieve the ideal policy effect and maintain the harmony and stability of labor relations.

When the economy develops to a higher level, low labor cost will have a certain negative effect on social and economic development, and these negative effects will reinforce each other with low wages (Mayneris et al., 2018).

4) China

Compared with European and American countries, work-life balance is still a relatively new topic in China. Both theoretical research and policy practice are still in their infancy, but work-life conflict is no longer a new social issue. Decentralization and fragmentation are the characteristics of China's existing family policies, such as paying more attention to special families while neglecting general families (He et al. 2010). There are many laws and regulations on work-life balance, but few specific policies and programs can be applied (Tong, 2012). In their multi-country study though, Haar et al. (2014) did find the work and wellbeing outcomes from work-life balance were similar for Chinese employees.

To be specific, since 2007, China has revised or re-promulgated some labor laws and regulations, such as Labor Contract Law, Employment Promotion Law, Labor Protection Regulations for Female Workers, and Special Working Hour Management Regulations. The current labor law has been relatively perfect (Yue & Yan, 2013). However, in reality, the enforcement of laws is not enough, and the labor contract signing procedures are not standardized. Most workers are faced with the dilemma of excessively long working hours, fewer leisure days and fewer employee benefits. In particular, the rights and interests of some special groups such as migrant workers and women should be paid attention to and protected by law (Yuan & Lin, 2008). Therefore, China should strengthen the enforcement of labor laws and regulations, formulate relevant laws and regulations to protect special groups, and ensure the legitimate rights and interests of workers.

3.3 Employee perspective

According to Guest (2002), work-life conflict has both immediate and long-term effects on the overall health of employees, which can reduce the life satisfaction of individuals and is associated with low marital satisfaction. While Luce (2004) argued that a living wage not only satisfies the cost of living of employees in terms of money, but also improved happiness through subjective perception related to job satisfaction, fairness and safety. The implementation of living wage will directly increase the real wages of the target workers (Adams & Neumark, 2005). At present, the guarantee effect of China's minimum wage policy cannot fully meet the working and living quality of employees (Mayneris et al., 2018). Mair et al. (2018) stated that the change from subsistence wage to living wage was a spontaneous evolution of value. To specific, the value change of minimum wage policy cannot be realized in a short time, which will take a long time to be improved, considering the existence of influencing factors such as technology, population structure, economic situation and political system.

Poor and low-wage employees are only regarded as individuals, while family internal

interactions that may affect labor supply behavior are ignored (Ponthieux, Meurs & Pailhé, 2010). Neumark and Adams (2003) found that in New Orleans, Louisiana, the presence of LW reduced the poverty rate by at least 5.7%. Therefore, for poor and low-wage employees, living wage can help reduce work-life conflict and improve happiness (Bunyan, 2016).

To establish the purpose of the minimum wage system is to eliminate poverty, however the minimum wage for solving poverty can only play a limited role, and the limited role usually only embodied in the typed group, such as Addison research confirmed that the minimum wage for to alleviate the poverty of the laborer that has not finished junior high school degree is most obvious. Neumark (2002) argues that minimum wages boost the incomes of only those below the poverty line. Others dismiss the role of the minimum wage in tackling poverty. For example, Burkhauser and Sabia (2007) found that the increase of the minimum wage between 1988 and 2003 did not affect the poverty rate on the whole, nor did it have a positive effect on the poverty rate of the poor and single parent women. Although the employment rate for single mothers has risen, the vast majority of those previously above the poverty line earn more than the minimum wage.

Unlike the restrained or even negative comments on the minimum wage, most scholars positively affirm the effect of the living wage on solving the problem of poverty in specific groups. Neumark and Adams (2003) examined the effect of the law on wages, hours worked, employment, and poverty in cities where it was adopted, and found that it did promote a steady increase in wages for certain groups of workers. By analyzing data from 1996 to 2000, Neumark (2002) further reveals that the wages of unionized municipal workers have been significantly increased by the restriction of living wage legislation on municipal contractors on public contracts, and that the living wage regulations have had a good effect on reducing urban poverty. Falk Armin et al. (2006) used two sets of raw data and a quasi-experimental study to analyze the effect of the Las Vegas living wage on employee income. For the organizations it studied, workers' hourly wage increases were compared with \$1.74 in the study. Its conclusion is that the implementation of the living wage has led to a reduction in the size of groups of low-income workers in specific industries, a reduction in absenteeism, a reduction in overtime work and a reduction in work-training periods.

3.4 Employer perspective

As for the impact of minimum wage on employment, the debate among scholars mainly focuses on data sources, sample selection, the expression of independent variable minimum wage, the measurement method of employment rate, and the selection and design of control variables. Based on the existing literature analysis, due to the reasons of sample selection and data source, scholars have not reached a relative consensus, and there is no conclusive conclusion on whether the minimum wage affects the industry (Frone, 2003).

There is also a debate about whether the living wage affects employment. Opponents of the

living wage have long argued that it reduces local employment, hurts the economy and is ultimately subsidised by higher local taxes. To test this kind of question, Buss and Romeo (2006) introduced the living wage ordinance change trend of the employment and unemployment before and after the empirical analysis, found that only a few cities after the introduction of the living wage ordinance had a negative impact on the job market, but the negative impact was not just a living wage ordinance. A similar finding was reached by Neumark (2002), whose analysis of data from 1996 to 2000 found that the living wage had only a slight effect on employment. Pollin (2001) further studied the reason why the living wage has little impact on employment. His main point is that the living wage has a relatively narrow application scope and a limited impact on the cost of enterprises because the ultimate source of living wage is local finance. He studied the effect of the Las Vegas living wage act of 1997 on employment and concluded that the living wage added 1% to the cost of the affected businesses. In addition to the cost, he argues that the negative impact of the living wage on employment, relative to the minimum wage, is further reduced by the fact that city councils can influence employment through government contracts.

For most employers living wage has positive effects (Reich et al., 2005). These benefits can have a positive impact on human resources (recruitment and retention) and employment relationships, which in turn generate business benefits (e.g. contracts) (Snarr, 2011). However, there is a wide gap in the cognition of different enterprise managers and stakeholders on living wage (Neumark, 2002). From the perspective of corporate social responsibility, enterprises should provide employees with a safe, healthy and equal working environment, and pay more attention to the balanced development of employees' work and life, so that they can work efficiently and live a happy life (Reynolds & Kern, 2001). In addition, it is impossible for the enterprise to expect the employees who come to the workplace to completely forget the life issues such as family responsibilities, and any life issues may affect the work status of the employees (Reich, Hall & Jacobs, 2005). Shanafelt et al. (2012) demonstrate that work-life balance leads to high productivity, lower turnover, high organizational commitment, high job satisfaction, and competitive advantage. Therefore, from the perspective of corporate social responsibility, living wage may help enterprises better realize the life and work quality of employees.

According to Haar et al. (2018), using a sampling of poor and middle-income employees, found the impact of salary equity on work-life balance and job satisfaction, and found the importance of salary to job satisfaction and a sense of organizational justice, which has been widely supported (Colquitt et al., 2001; Cohen-charash & Spector, 2001). Furthermore, that study extends the findings of Judge and Collquitt (2004) on organizational equity and work-family conflict, showing that pay equity has a moderating effect on work-life balance and job satisfaction. Thus, employees' perceptions of pay and the perceptions relative to supervisors, managers, and their CEO (who are all higher than them in the organization) affect employees'

ability to manage their own work and non-work roles, as well as their job satisfaction.

3.5 Research gaps

At present, the literature research on Living wage in China mainly focuses on how to formulate and the implementation, and the living wage in China is still in the exploratory stage. China's current wage policy, especially the minimum wage policy, does not have the subdivision standard or policy of different age, work background and other aspects, and lacks the idea of fine management.

The existing literature on work-life balance in China can be divided into four categories: the first category studies work-life conflict from the perspective of stress and time management. The second category studies work-life conflict in China with samples from Hong Kong and Taiwan (Shih et al., 2010). The third category compares some aspects of work-life balance with their counterparts in western countries (Candra, 2012; Ren & Caudle, 2016; Haar et al., 2014). The fourth category is the comparison between Chinese subcultures from the perspective of work pressure, such as the comparison between Hong Kong and Taiwan. Although the perspectives of these scholars vary, what they have in common is that all of these and related studies have focused on the impact of culture on China's work-life balance as a major issue. This is because most scholars believe that the demands of work and life are largely determined by the social background in which people work and life, and that culture has a greater influence on China than other countries in the world (Fan et al., 2014). Chinese traditional culture of thousands of years, especially Confucian culture, has a great influence on the society (Fang & Lin, 2015). All studies of work-life balance in relation to China consistently show the high priority of work in China. Although many people assume that westerners are more career-oriented and Chinese are more family-oriented, virtually all empirical studies show that eastern collectivist societies give greater priority to work than western individualistic societies (Li & Ma, 2015).

However, the research on the combination of living wage and work-life balance is a blank field. Therefore, this paper will mainly study the staffs living wage and work-life balance from the perspectives of employees and employers, so as to discuss the importance of work-life balance to China. At the same time, it provides a research foundation for the theoretical application and practical application below.

Chapter 4 Theoretical and practical implications

4.1 Theoretical implications

4.1.1 Employees' perspectives

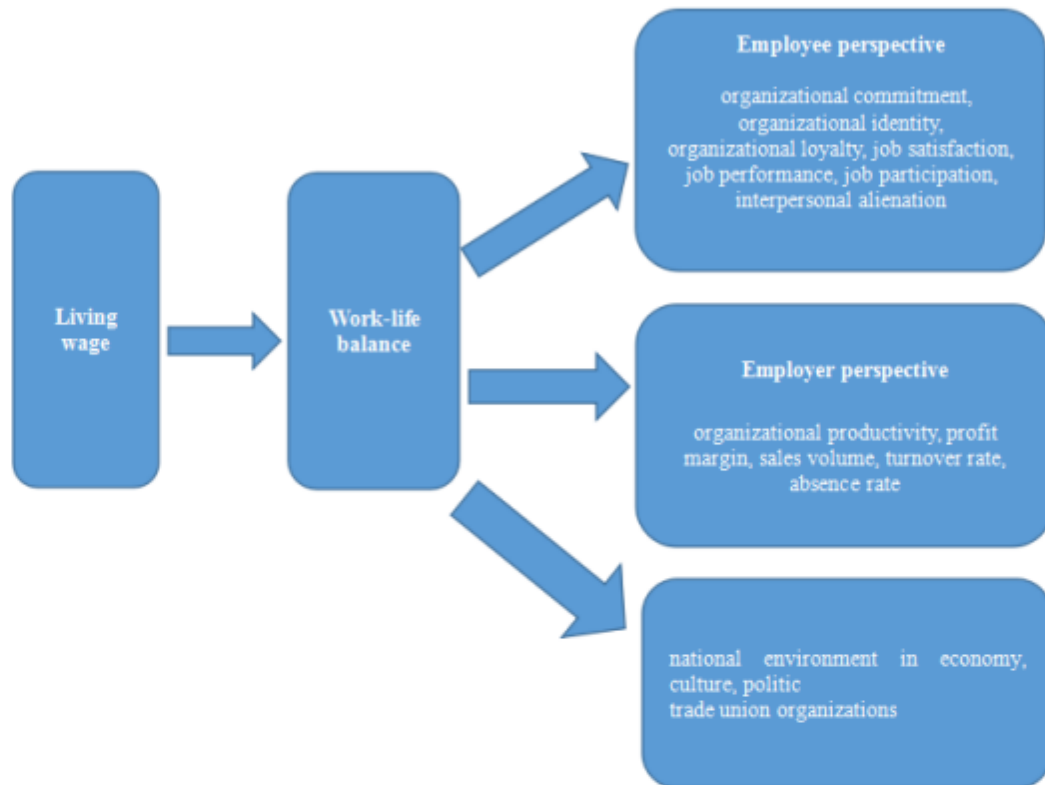


Figure 1 The conceptual model

Based on the role balance theory (Haar, 2013), this research attempts to establish a conceptual model (Figure 1) to analyze the relationship between living wage and work-life balance from the perspective of employees and employers (senior human resource managers). According to Haar (2013), role balance, as a theoretical approach, can better understand whether employees with greater balance ability can obtain additional benefits in addition to the conflicts and enrichment among various roles. There is widespread support for the idea that successfully managing multiple roles can boost an employee's self-esteem, which can have a positive impact beyond conflict and enrichment. This theoretical approach to work-life balance has strong support (e.g., Haar et al., 2014, 2018, 2019).

Kahn et al. (1964) found that role conflict is closely related to lower self-confidence, lower trust, lower job satisfaction and higher individual tension. Since employees in an organization must be competent for many different roles in the work and life fields at the same time, each role has different requirements on employees and different pressures, which makes it more difficult for employees to participate in work and life. For example, heavy burdens in life will hinder the

smooth completion of work tasks; At the same time, due to work tasks or work needs, it is difficult for individuals to fulfill their responsibilities in life. When the conflict between work and life is difficult to reconcile or the pressure cannot be reasonably released, there is a role interaction conflict.

Siebert (1974) proposed the role accumulation theory, arguing that the multiple roles of individuals can promote each other. Crouter (1984) proposed that positive osmosis refers to the fact that the benefits obtained in a role activity can be positively transferred between the role domains and may have a positive impact on the role performance of the receiving domain. This positive influence is reflected in the positive spillover between work and life, which mainly includes four aspects, that is, values, emotions, skills and behaviors. For example, if an individual is happy because someone else cares about him or her, this happy mood is likely to continue at work, thus contributing to the improvement of work efficiency. Greenhaus and Powell (2006) believed that gain means that individuals may obtain some resources in work and life (such as economic income, increased patience), which can improve individuals' performance in another role field. In other words, the gain occurs as long as the resources an individual gains from his work or life domain improve his role performance in his life (or work) domain. The literature that the occurrence of positive seepage is the premise of gain generation. The generation of gain not only requires the resources obtained in one field to be positively transferred to another field, but also requires the individual to apply them successfully to another field in an appropriate way, so as to truly improve the individual's role performance in another field. According to Wayne (2004), facilitation refers to the extent to which resources obtained by an individual from one role field are used to enhance the functional level of another role field. The difference between it and the former two is that compared with positive seepage, positive facilitation also focuses on the positive migration of capital gains (e.g., economic income, social relations). Compared with gain, boost emphasizes the improvement of the overall system function.

Employee happiness is different from conflict and fulfillment, and from life satisfaction. Drago and Kashian (2003) proved that this discovery extends to work-life balance, which can be better applied in the field of work and life, not only in the field of work and family.

Combined, the above findings can prove the theoretical claim that role balance is a favorable state for employees and transcend the influence of role scarcity and role expansion theory. Although the multiple roles of employees consume more resources (e.g., time), they help to promote other areas (e.g., money) and provide additional benefits (e.g., self-esteem) to help achieve a work-life balance state. Efraty and Sirgy (1990) believed that the higher the quality of work and life, the higher the level of organizational identity, job satisfaction and work performance, and the lower the level of demission rate and interpersonal alienation. In an organization, employees' satisfaction with their personal needs at work has an impact on individual performance, organizational productivity, profitability, sales, organizational

commitment, organizational identity, organizational loyalty, work engagement, self-esteem, turnover rates, and absenteeism (Havlovic, 1991).

If organizational commitment is taken as a whole, higher work-family conflict will reduce employees' organizational commitment (Han et al, 2011). If the organizational commitment is divided into multiple dimensions for the study, the research conclusions are quite different. For the aspect of emotional commitment, the higher the frequency of work-family conflicts, the lower the emotional commitment of employees, and the reverse change between them (Luce, 2005). For continuous commitment, the higher the frequency of work-family conflict is, the higher the employee's continuous commitment will be (Pollin, 2001). For the aspect of normative commitment, the frequency of work-family conflicts has no significant influence on the normative commitment of employees (Pun et al., 2010).

Greenhaus and Beutell (1985) argued how roles conflict with each other due to conflicting needs, and how these roles can also become allies, creating rich effects that spill over to other roles (Greenhaus & Powell, 2006). Carlson et al. (2009) pointed out that the role theory involves the flexible expansion of identity, and pointed out that the work-life balance is not to limit the number of roles, but to participate in multiple roles and expand their identities. It is beneficial to cultivate this attitude flexibility. Thus, achieving a level of self-perceived balance between these roles, perhaps through extremely strict constraints and organization, or by being extremely relaxed and flexible, will enable employees to derive additional benefits from their roles by successfully managing these roles. In line with Barnett & Hyde (2001), having multiple roles is not a problem, but a combination of problems. Similarly, Clark (2001) proposed that work-life balance is related to achieving harmony between roles.

Role balancing is a theoretical method to understand whether employees with greater balance among multiple roles can gain benefits beyond the conflicts and enrichment occurring in these roles (Stuart et al., 2019). There is broad support for the theory that managing multiple roles successfully has more positive effects on employees than just conflict and enrichment. Role balance can be a beneficial state for employees or a state beyond the influence of role scarcity and expansion theory. Thus, while roles can deplete resources but provide other areas of enhancement, role balancing can provide additional benefits by balancing multiple roles and the ability to successfully accommodate multiple commitments. Overall, the larger work-life balance employees had higher satisfaction and lower psychological problems than the lower work-life balance employees.

Therefore, from the perspective of employees, this paper evaluates employee's living wage and their quality of work life by using such factors as organizational commitment, organizational identity, organizational loyalty, job satisfaction, job performance, job participation, and interpersonal alienation, so as to provide reference value for living wage and work life balance of Chinese employees.

4.1.2 Employers' perspectives

For employers (such as human resources managers), the impact indicators of employee living wage and work quality are mainly related to organizational productivity, profit margin, sales, turnover rate and absenteeism rate. This is because the impact of service-oriented leadership on more core performance, such as employee job satisfaction and engagement, may be mediated. According to Greenleaf (1977), who proposed the viewpoint of service leader, leadership becomes the possibility of serving others, and service and leadership are almost interchangeable. Furthermore, Luthans and Avolio (2003) believes that the governance approach of service-oriented leaders is to create opportunities within the organization and help followers to grow. Parris and Peachey (2013) and Van Dierendonck (2011) also pointed that there is a positive link between service-oriented leaders and employee performance. Moreover, service-oriented leadership is associated with higher employee trust, fairness, and loyalty (Van Dierendonck, 2011). The service-oriented leadership style of leaders is positively correlated with enterprise performance, employee performance, employee creativity and customer service behavior, and negatively correlated with turnover intention (Liden et al., 2014). Barbuto and Wheeler (2006) found that service-oriented leadership was positively correlated with extra effort, efficiency, and satisfaction. The research result of Liden et al. (2008) shows that service-oriented leadership is positively correlated with organizational commitment, role performance and citizens' behavior toward the community. Panaccio et al. (2015) investigated that service-oriented leadership is positively correlated with psychological contract fulfillment, interpersonal help, initiative, and innovative behavior. Therefore, according to the above theoretical support, service-oriented leadership is closely related to positive employee outcomes, thus promote organization performance.

According to Haar et al. (2017), leaders whose employees have a high appraisal of service-oriented leadership will be positively promoted because of this leadership style, leading to higher work engagement. Giallonardo et al. (2010) found that real leadership was positively correlated with job engagement, highlighting the potential link between leadership and engagement. Chen et al. (2013) believes that service-oriented leadership promotes the spiritual development, wellbeing, and work results of employees, making them more engaged, open, patient and considerate in the workplace. This provides a powerful channel for increasing job engagement.

According to the theoretical model proposed by Van Dierendonck (2011), especially the potential mediating process of servant leadership's influence on job engagement. Work-life balance plays a mediating role between work and family factors (conflict and enrichment) and work and wellbeing outcomes (Haar, 2013; Haar et al., 2014; Haar & Brougham, 2020). The importance of work-life balance as a predictor of work and well-being outcomes was replicated in seven samples from six countries (Haar et al., 2014), leading these authors to propose the general benefits of work-life balance across cultures. Therefore, Haar et al. (2017) believed that

work-life balance would act as an intermediary to influence the role of service leaders in work. Perceived leader's support for servant leadership style can enhance employees' perception of support in the workplace, thus building work-life balance resources (Russo et al., 2016). In turn, better work-life balance provides employees with more time and attention to improve their state of achievement related to emotional motivation (Schaufeli & Bakker, 2004).

Carr et al. (2018a, pp. 901) believes that employers who provide a living wage can help their employees achieve "...improvements in the quality of work and life ". He believes that the organisation providing the living wage is a response to the social responsibilities surrounding its workforce - which might otherwise include minimum-wage workers. Social communication theory is therefore used as a theoretical argument for understanding how an employer's status may influence how employees dress and behave. From the perspective of social exchange theory, researchers can better understand the reasons and purposes for providing psychological incentives for employees to respond with stronger work attitudes and behaviors. Blau (1964, pp. 91) defined the theory of social interaction as "...the voluntary actions of individuals, which are motivated by the expectation of a return and are often actually brought about by others ". An increasing in the living wage means that low-wage workers earn more, but under social interaction theory, it can still trigger employees to dress and behave in a beneficial way, regardless of their actual income. Beneficial behavior means that employees can feel the employer's sense of obligation and trust (Haar & Spell, 2004). Haar and Spell (2004) also indicates that the living wage policy must be valued by employees. In this way, we can expect people with incomes below the living wage threshold to respond positively to economic benefits. As a result, the living wage policy has a value that such employees can personally obtain. However, this may also extend to other employees who have already paid more than the living wage threshold. This is because they may describe the employer's actions as positive and supportive to all employees, especially low-paid ones, and employees will view such ethical actions positively. The adoption of the living wage is likely to make employees more trusting, and thus more likely to stay and engage in more productive behavior, all of which helps shape the performance of an organization (Haar, 2019).

Therefore, according to the above theoretical basis, this research believes that Employers (such as human resource managers) can make efforts to improve their employees' work and life quality in three aspects: reducing the conflict between work and life, the conflict between life and work, and the conflict between work and life. When improving the quality of employees' work and life, the first consideration is how to balance their relationship in two fields. Although it is possible to improve the organizational environment, the friendly relationship among the members of the organization, and even more actively care for the employees, so that they can feel the importance of the organization to them (Machi & McEvoy, 2016). But to improve their work and life quality in the long run, it is necessary to consider providing them with solutions to work-life conflicts from time to time.

When the quality of work and life of employees is not high, they tend to have the desire to leave. However, environmental, social, and psychological factors play a significant role in employees' turnover intention (Gregory & Milner, 2009). Employees attach more importance to the relationship between members in the working environment, so a harmonious and friendly working environment will be a major factor for employees to improve their loyalty. When the organizational environment is better optimized through the living wage, the tendency to quit can be reduced (Grady et al., 2008).

It is noticeable that employees' happiness is being threatened by work-related factors, and the psychology of sustainable development provides a useful way to better study and address these factors. The working poor can better understand how the welfare of low-income workers is shaped by income. It is necessary for employers to address substantive, procedural, and relative pay equity, especially for workers (e.g., the living wage). Large companies that pay exorbitant salaries to CEOs may alienate employees, reduce their sense of fairness, and thus reduce their sense of happiness (Haar et al., 2018).

In addition, the use of living wage to promote work-life balance also requires the support and guidance of national policies (Abendroth & Den Dulk, 2011). Britain, especially the public sector, has shown a supportive attitude to modernization theory (Gregory & Milner, 2009). Although Stegman (1997) argued that, based on the history of Australia's wage policy, the decision of the living wage was to continue the development of the labor market in Australia, which aggravated the relative income status of low-income groups and may lead to the responsibility of households to control the unemployment rate due to the unemployment rate. The relationship between the living wage and the quality of work and life of employees is related to the economic, cultural and political environment of a country (Bartik, 2004).

4.2 Practical implications

This study illustrates the relationship between living wage and quality of work and life from the perspectives of employees and employers (senior human resource managers). For employers (senior human resource managers), although the labor cost of living wage might be relatively high, it can improve employees' satisfaction, enthusiasm and corporate reputation, so as to improve individual performance and create more profits (Stabil, 2009). At the same time, this is not the first time such a review has been done, and it contributes to the practical use of living wage for work-life balance.

As far as employers are concerned, whether enterprises and units understand and support employees' need for work-life balance is the decisive factor for the implementation of relevant social policies. While requiring employees to work hard for the organization, the employer also has the responsibility to provide humane working conditions for employees and provide support for employees with caring responsibilities. Chinese enterprises should learn from the mature experience of foreign enterprises, reform the organization and management methods, change the

working culture, guarantee the rest rights of employees, and build a good labor-capital relationship, so as to establish a good corporate image and promote the development of enterprises. On the other hand, government departments should also strengthen supervision over various organizations, especially labor-intensive enterprises, so as to reduce overtime work and prevent discrimination in the labor market, so as to enable enterprises to shoulder their social responsibilities.

Current research suggests that non-parents and single workers may also benefit from the work-life balance enhancements (Haar, 2013). In addition, a major focus of work-life conflict research is how to mitigate or buffer adverse effects, such as coping strategies (Haar, 2006), and a focus on balance may be more valuable, especially given the strong mediating effects that have been found. Therefore, companies should seek to focus on existing practices and adopt new policies that are universal and broadly applicable to all employees, not just those with children, which should help support and improve the ability of employees to balance their roles. Although human resource management literature explores work-family practices and their relationship to corporate performance (Liu & Wang, 2011), the literature still includes concerns about parents (e.g., parental leave, childcare). Therefore, the scope of practice applicable to all employees needs to be expanded, which may improve the work-life balance.

Deloitte, for example, offers employees flexible working hours, helps them enjoy social activities in China and provides fitness and medical services in the UK. Importantly, such policies are broadly focused on all employees, rather than specific types of employees, such as providing childcare subsidies to parents. In fact, a broader focus on all employees in work-family practices may mitigate discrimination and unfair allegations related to the work-life rebound (Haar, Spell and O'Driscoll, 2004). Thus, policies that provide greater schedule flexibility may allow and encourage employees to better balance their work and life roles for the benefit of all, including, ultimately, the benefits of the company through improved employee performance and reduced turnover. Employees should also understand that they are best placed to achieve a greater balance, which is likely to be volatile rather than static. It is likely that the balance is more amorphous and varies with the needs of the character and the individual. Learning that more balance is beneficial may put less pressure on employees to balance everything, rather than acknowledging that multiple roles require the greatest effort to balance and manage.

A higher hope level can make employees' work and life balance better, and work and life balance can make employees' work and life quality and various psychological states better, which in turn will affect employees' work performance and work enthusiasm, and reduce their turnover intention. Therefore, when recruiting candidates, enterprises can properly consider the hope level of the candidates, and regularly give employees some training or training to improve the hope level after entering the company, so as to improve the hope level of employees and deeply understand and develop the strength contained in the individual's own advantages.

Human resource investment is regarded as investment rather than cost to train and improve employees' expectation level. Of course, a good level of hope can also improve employees' career adaptability, especially career adaptability can also positively affect employees' work-life balance. Therefore, it is important for the enterprise to take measures to raise the level of employees' hope.

Snyder (2002) proposed a cognitive model of hope, which is a future-oriented thinking mode composed of path thinking and dynamic thinking. Path thinking refers to the pursuit of various paths to achieve a goal, while dynamic thinking refers to the drive of individuals to select the path to achieve success from the path they seek and to execute to achieve the goal. According to this theory, individuals with negative emotional traits are more likely to engage in ruminating and self-critical thinking, and therefore less likely to succeed. Those with higher hopes are more likely to succeed.

Gallagher and Lopez (2009) also believe that Snyder's theory of hope is closely related to goal setting (and the ability to generate pathways to achieve goals and motivate them to perform them), which is of great significance to an individual's life. Therefore, contemporary scholars generally agree that hope is an integration of cognition and emotion, but different scholars have different perspectives. According to Snyder hopes cognition model, under the same goal, to high levels of hope and an experience than low level individual hope to find more target path, execution, will also tend to be goal into small periodic plan, thus making them more clearly, execution stage to reduce difficulty, enhance the possibility of a goal. When the goal meets obstacles, individuals with a high level of hope are more active than those with a low level of hope. They will take the initiative to add new elements and adjust the path according to the uncertainty in the process of achieving the goal, so as to realize the individual goal quickly. Further, studies have shown that individuals with high levels of hope are also better at switching paths when faced with obstacles than individuals with low levels of hope. The higher the individual's hope level is, the more positive the individual's work attitude is and the higher the work performance is. Meanwhile, the hope level also positively affects the individual's job satisfaction. Therefore, whether from the perspective of role spillover theory or from the perspective of resource allocation, it is helpful to improve the perception of work-life balance when individuals have a high level of hope.

The link between living wage and employees' work-life balance is also influenced by national policies (Grady, Kerrane, Darcy & McCarthy, 2008). The policy formulation and implementation of LW should be based on the national conditions (Luce, 2005). For example, China's current cultural and legal environment is still not conducive to the development of living wage, but China's economic development makes the demand for living wage very urgent (Pun, Chan & Chan, 2010).

As far as the public is concerned, it is a prerequisite to promote the development of work-life balance policy (Xiao & Cooke, 2012) to increase publicity and actively promote the change of

concept when the public does not know much about the issue of work-life conflict. For a long time, the work ethic of advocating hard work and giving up family for work has been prevalent in China's society. In fact, it is contrary to people's well-being. Family and leisure life are also important purposes of people's life. At the same time, we should also actively change the traditional concept of gender division of labor, in which men are the main economic pillar and women are the main economic pillar (Thein et al., 2006). Women are also important participants in the labor market. To this end, through the active use of mass media and public education, we can advocate the whole society to respect and value the value of the family, encourage people to pursue the quality of personal life, treat workers with family care responsibilities well, and establish the concept that men and women enjoy the right to participate in work equally and share the responsibility of care equally. Only when the concept of work-life balance and gender equality is established in the whole society can people truly accept the relevant social policies.

As far as government departments are concerned, it is their responsibility to help the public to ease the conflicts between work and life (Chandra, 2012). First of all, the government should actively change its concept, bring the work-life conflict faced by the public into the perspective of public policy, and deal with it as a new social risk, so as to raise the importance of family policy. At the same time, government departments should strengthen legislation to protect employees' right to rest, women's right to participate in labor, and pregnant workers' right to leave, so as to provide a legal basis for the development of work-life balance policies. When formulating policies, their impact on gender equality, family care and people's well-being should also be fully taken into account. In the specific practice of public administration, we should also include child care, elderly care and family services into the scope of public services, increase financial input and policy support in these areas, and guide market players to actively participate in the development and provision of relevant services.

On the basis of drawing lessons from other developed countries, China's future living wage system should consider the following points:

- 1) wage policies should be targeted to cover groups. Whether in the UK or the us, the coverage groups of different wage policies are clearly defined, and different policy supports are provided to different targets, resulting in different policy effects. China's current wage policy, especially the minimum wage policy, does not have the subdivision standard or policy of different age, work background and other aspects, and lacks the idea of fine management.
- 2) the implementation of the wage policy needs to be based on the evaluation work, which is justified. The United Kingdom, the United States, Canada and other countries have always done a relatively cautious and comprehensive assessment of the minimum wage, before and after the standard calculation will be evaluated in all aspects of the impact. It is worth mentioning that the commission on low pay in the UK carries out a very detailed data analysis on the minimum wage implemented in the past and the minimum wage to be implemented in the future every year, and proposes adjustment Suggestions based on a well-grounded analysis. For example,

after the adjustment of the new policy in 2016, the national living wage standard is also predicted to affect income, employment and other aspects (Grady et al., 2008).

3) the implementation of the wage policy needs to be diversified at multiple levels, including the main one and the secondary one. In a sense, the UK is the only country in the world that integrates the mandatory and non-mandatory living wage systems. Different policies run through and support each other, building a multi-level and diversified wage and income distribution policy system. In addition, for example, in the United States, both the federal minimum wage policy and the state minimum wage policy are complementary, as well as the urban living wage policy as a conditional supplement, which constructs a multi-layer wage protection system to protect the wage rights and interests of workers (Frone, 2003).

4) salary policies should be linked to other income policies and organically combined. In the UK, the law on minimum wage system has been revised in the past two years. The government aims to change the current social orientation of "low wage, high tax and high welfare" into a society of "high wage, low tax and low welfare". Such policies or concepts reflect the flexibility and inclusiveness of the policies in the field of wage and income distribution (Guest, 2002). In combination with international experience, China can also explore the role of combining wage and income distribution policies with tax regulation, social welfare policies and other relevant economic policies, and put wage and income policies into consideration on the pattern of large income distribution to indirectly regulate wage and income distribution. At the same time, it can also play a complementary and coordinated role in regulating income distribution and jointly promote the reform of income distribution. Countries should, as suggested by the international labor organization, in salary choice in addition to the minimum wage policy, collective bargaining for wages, policy choice should be and other employment policies (such as Europe, once prevalent on-the-job allowance policy), welfare policy, the policy of some segments, according to different policies to protect objects have different policies, which have the effect of the policy coordination.

Chapter 5 Conclusion and recommendations

This research carries out a qualitative review of literatures on the links between living wage and work-life balance from two aspects: employee and employer (senior HR manager).

The recommendations for future research are put forward:

1) The implementation of living wage needs to consider national policy, cultural environment, political environment and economic background. Practice shows that the relationship between the minimum wage and the living wage ultimately depends on the level of the minimum wage (Han et al., 2011). If the minimum wage is sufficient to pay for itself, the meaning of the living wage will stop at explaining the minimum wage; If the minimum wage cannot meet basic living needs, it will be more conducive to solving poverty if we choose to make the living wage independent and form a new wage ladder above the minimum wage. The federal and state minimum wage systems and the living wage systems of certain local governments in the United States are in fact responses to the system of the "big country" with a low minimum wage. Looking back at China, the local government-led minimum wage model currently implemented in China is conducive to local governments to take measures according to local conditions. However, the lack of national standards makes China's minimum wage not only diversified, but also lacks a unified lever. The excessively different minimum wage (currently the highest standard is 1300 yuan, and the lowest standard is 500 yuan) on the one hand, makes the labor force flow to the developed areas in large numbers, and the remote areas face the difficulty in recruiting workers, which exacerbates the "regional gap". On the other hand, the departure of migrant workers also caused a lot of personal and social costs. Sharp increases in the minimum wage by provinces since 2010 in response to a shortage of migrant workers are also likely to increase costs for small and medium-sized enterprises and weaken their competitiveness. Therefore, referring to the experience of the United States, China's wage system can be considered to improve in two dimensions. Firstly, to establish a national minimum wage standard as the bottom line of the minimum wage is essential. Secondly, in addition to the universal standard, select a specific industry or field and set a higher minimum wage standard, such as the field of government outsourcing, so as to form a demonstration effect and lead capable enterprises to follow, while leaving room for the developing small and medium-sized enterprises. The multi-dimensional wage guarantee system should be a better response to China's vast territory and regional differences in development.

2) A complete and comprehensive conceptual model is necessary to be used to promote the relationship between employee and employer (senior HR manager). In this study, each dimension of the influence was taken as a whole variable, that is, it was studied according to the division method of one dimension, and it failed to deeply discuss the division method of the mediation variable and the dimension of two or more levels. In the selection of research methods, questionnaire survey and interview can also be conducted on employees to understand

their real thoughts and feelings through in-depth communication. Due to the transparency and ease of operation of the living wage framework, other factors can be adjusted under the measurement framework according to actual needs. Under the living wage framework, various set conditions can be adjusted according to actual changes, such as family size and labor burden coefficient. At the same time, since the variables of work-life balance and organizational commitment are all dynamic, I hope to make use of some case studies or select dynamic longitudinal data for analysis in the future research and analysis.

3) The strength and direction of the implementation of living wage need to be taken into account, such as the perception gap of the management enterprises and their stakeholders around living wage. The minimum wage policy is related to the issue of income distribution, the issue of income distribution is related to the issue of justice, and the issue of justice is related to social fairness and the issue of laborers' dignity as a human being. Therefore, the primary problem facing the minimum wage policy is whether its policy effect and influence can make low-income workers fully enjoy the fruits of economic development. Due to path dependence, the evolution of China's minimum wage policy is limited to the change in the form of the policy, while in essence the policy still reflects the concept of "survival wage", resulting in the effect of the policy can only barely maintain the survival of workers. Even if the minimum wage is raised blindly, it is difficult to solve the labor problems of low-income migrant workers. The improvement of the minimum wage policy is not only the simple reconstruction of the policy, but also the reform of the policy idea. It became very important to introduce the idea of a living wage. How to introduce the concept of living wage? Perhaps a multilevel system of minimum wage policies is an approach worth considering. The change from "living wage" to "living wage" is not so much an artificial top-down construction as a spontaneous evolution of values. The value change of the minimum wage policy is by no means achievable in a short time. Considering the existence of such influential factors as technology, demographic structure, economic situation and political system, China's living wage policy still has a long way to go.

4) Adopting a living wage change management plan requires managing the financial and non-financial impact of living wage on value creation. Performance measures and business challenges and financial standards will be the core. The living wage approach needs to provide a consistent and transparent framework for measuring it. This framework can overcome the problems in the current academic world, such as the difficulty in unifying the measurement indicators and the difference in the perspective of the main body of the measurement model (Hill et al., 2001). Since the calculation of living wage reflects the composition and level differences of cost calculation in specific regions, and the change of public service supply can also be reflected in the structure of living wage through the calculation of living cost, the organic integration of public service supply and individual ability in a set of calculation can be realized (Anker & Anker, 2017). Living wages around the world: Manual for measurement.

Edward Elgar Publishing.). Furthermore, policy makers can calculate the real financial burden of urbanization of the migrant population based on the willingness and ability of urbanization of the migrant population (Zhu, 2007) . At the same time, through the influence of public service supply on the cost of living wage level, the way to improve the urbanization ability of the migrant agricultural population and its financial input cost can be simulated (Longhi, 2012).

Chapter 6 Research limitations

Reviewing the previous research status and the research process of this research, it is necessary to make a summary of the limitations in order to make a guiding prospect for the future research.

1) Limitations of research methods. Due to the influence of Covid-19, the main research method in this paper is the literature review. Although this method has many advantages, it also has inherent disadvantages. For example, the collected literature is not comprehensive, and the conclusion it summarizes is one-sided. If it is believed uncritically, it will mislead the researchers to ignore some important issues and study some unimportant issues repeatedly (Mayneris et al., 2018). In addition, although literature review research is to describe and analyze the research contents and results expressed in the literature from a critical perspective, it should not make a great deal of contribution to the limitations of existing studies and should objectively evaluate the existing research results (Neumark, 2002). If we only criticize blindly, the existing valuable research results will be covered up and researchers may be misled to ignore their value (Reich et al., 2005).

2) Limitations of research depth. Although this paper tries to discuss the importance of work-life balance to China from the perspective of living wage, due to the lack of relevant theories in previous studies, the explanation of the internal causes of the differences still needs to be further deepened. The direct application of role conflict theory to build a conceptual model is limited and cannot be analyzed comprehensively. This is because role conflict theory does not directly alleviate the source of work and family stress; the theory of role conflict mainly focuses on the role of work, but ignores the perspective of the role of life, so its conclusion is one-sided. This research discusses work-life balance on the basis of living wage, which is just the beginning. There are still more issues to be studied and discussed in this field in the future.

1) From the existing studies on work-life balance, it is not difficult to find that there is no unified definition of work-life balance, and these studies are more likely to define work-life balance from a certain perspective. However, the concept of balance is complex and multi-dimensional, and the understanding of work-life balance should be within the framework of conflict and promotion (Wang, 2011). It is also necessary to consider whether work-life balance includes subjective feelings and objective behaviors, and whether there are cultural differences in the concept of work-life balance (He et al., 2010). The concept of work-life balance has profound implications for the local culture, such as the balance of Yin and Yang and the combination of hardness and softness.

2) This paper did not identify many research studies (empirical or theoretical) focusing on personality factors. For example, the study of the five dimensions of personality includes the influence of extroversion on balance, and do different behaviors patterns have significant influence on work and life relationships? In addition to job satisfaction and performance, does the core self-evaluation affect the work-family balance? These research directions can also serve

as areas for further research. In addition, whether development career can be considered, whether team performance or individual performance should be used in performance assessment, and what impact it will have on individual health should also be the focus of attention in the future.

3) Researchers do not appear to pay much attention to the study of moderating variables and mediating variables, which can be strengthened in future studies. On the measurement of work-life balance, researchers used a lot of scales, but the scales have their own shortcomings. In the future research, whether a variety of measurement methods can be adopted, such as observation method, experimental method, etc.

4) For the research on work-life balance, most scholars adopt cross-sectional research, and it is difficult to prove whether the variable of time has an impact on the research results in the current research. Therefore, the following methods can be considered in the future research.

5) the results obtained in some studies in countries such as Canada, Australia and India are similar to those in western countries such as the United States (Seong, 2016), but whether the same results will be produced in the context of Chinese culture remains to be further analyzed and studied. There is a difference between the life culture of Chinese workers and that of foreign countries. For example, in Chinese family culture, people like to live together with their grandparents and grandchildren. Whether this has distinction with abroad on family structure, also can go to analysis research later. However, there is little research on rural work-life balance, which should be paid attention to in the future.

References

- Abendroth, A. K., & Den Dulk, L. (2011). Support for the work-life balance in Europe: The impact of state, workplace and family support on work-life balance satisfaction. *Work, Employment and Society*, 25(2), 234-256. DOI: <https://doi.org/10.1177/0950017011398892>.
- Adams, S., & Neumark, D. (2005). Living wage effects: New and improved evidence. *Economic Development Quarterly*, 19(1), 80-102. DOI: <https://doi.org/10.1177/0891242404268639>.
- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences Associated with Work-to-Family Conflict: A Review and Agenda for Future Research. *Journal of Occupational Health Psychology*, 5, 278-308. DOI: <http://dx.doi.org/10.1037/1076-8998.5.2.278>
- Anfara Jr, V. A., Brown, K. M., & Mangione, T. L. (2002). Qualitative analysis on stage: Making the research process more public. *Educational researcher*, 31(7), 28-38. DOI: <https://doi.org/10.3102/0013189X031007028>
- Angell, C., Alexander, J., & Hunt, J. A. (2015). 'Draw, write and tell': A literature review and methodological development on the 'draw and write' research method. *Journal of Early Childhood Research*, 13(1), 17-28. DOI: <https://doi.org/10.1177/1476718X14538592>
- Anker, R. (2006). Living wages around the world: A new methodology and internationally comparable estimates. *Int'l Lab. Rev.*, 145, 309. Retrieved from: <https://heionline.org/HOL/LandingPage?handle=hein:journals/intlr145&div=29&id=&page>
- Anker, R., & Anker, M. (2017). *Living wages around the world: Manual for measurement*. Edward Elgar Publishing.
- Arulappan, A., Zhan, C., & Jenkins, N. (2003). Application of a STATCOM and a DBR for the stability enhancement of a largewind farm. *Wind Eng WUX*, 27(2), 93-106. DOI: <https://doi.org/10.1260/03095240360698546>
- Barbuto, J. E., Jr., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group and Organizational Management*, 31, 300-326. DOI: <https://doi.org/10.1177/1059601106287091>
- Barge, G. C. (2011). A phenomenological study of competing priorities and African American women striving to achieve work-life balance. *Theses and Dissertations*. 205. Retrieved from: <https://digitalcommons.pepperdine.edu/etd/205>
- Bartik, T. J. (2004). Thinking about local living wage requirements. *Urban Affairs Review*, 40(2), 269-299. DOI: <https://doi.org/10.17848/wp02-76>.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19(1), 9-22. DOI: <https://doi.org/10.1016/j.hrmr.2008.09.001>
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: Wiley

- Boyar, S. L., Maertz, C. P., Mosley, D. C., & Carr, J. C. (2008). The impact of work/family demand on work–family conflict. *Journal of Managerial Psychology*, 23(3), 215–235. DOI: <https://doi.org/10.1108/02683940810861356>
- Brough, P., Holt, J., Bauld, R., Biggs, A., and Ryan, C. (2008). The Ability of Work-Life Balance Policies to Influence Key Social/Organisational Issues. *Asian-Pacific Journal of Human Resources*, 46, 261-274. DOI: <https://doi.org/10.1177/1038411108095758>
- Buonocuore, F., & Russo, M. (2013). Reducing the effects of work–family conflict on job satisfaction: The kind of commitment matters. *Human Resource Management Journal*, 23(1), 91–108. DOI: <https://doi.org/10.1111/j.1748-8583.2011.00187.x>
- Bunyan, P. (2016). The role of civil society in reducing poverty and inequality: A case study of the living wage campaign in the UK. *Local Economy*, 31(4), 489-501. DOI: <https://doi.org/10.1177/0269094216646993>
- Burkhauser, R. V., & Sabia, J. J. (2007). The effectiveness of minimum – wage increases in reducing poverty: Past, present, and future. *Contemporary Economic Policy*, 25(2), 262-281. DOI: <https://doi.org/10.1111/j.1465-7287.2006.00045.x>
- Buss, J. A., & Romeo, A. (2006). The changing employment situation in some cities with living wage ordinances. *Review of Social Economy*, 64(3), 349-367. DOI: <https://doi.org/10.1080/00346760600892766>
- Butler, A. B., Grzywacz, J. G., Bass, B. L., & Linney, K. D. (2005). Extending the demands-control model: A daily diary study of job characteristics, work–family conflict and work-family facilitation. *Journal of Occupational Health Psychology*, 78, 155–169. DOI: <https://doi.org/10.1348/096317905X40097>
- Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). Is work—family balance more than conflict and enrichment?. *Human relations*, 62(10), 1459-1486. Doi: <https://doi.org/10.1177/0018726709336500>
- Carr S., Parker J., Arrowsmith J., Yao C., & Haar J. (2018a). The living wage in new zealand and its implications for human resource management and employment relations. In J. Parker & M. Baird (Eds.), *The Big Issues in Employment: HRM and Employment Relations in Australasia* (pp. 95-108). CCH New Zealand.
- Carr, S. C., Haar, J., Arrowsmith, J., Parker, J., Hodgetts, D., & Alefaio-Tugia, S. (2018). Escape from working poverty: Steps toward Sustainable Livelihood. *Sustainability*, 10(11), 4144. DOI: <https://doi.org/10.3390/su10114144>
- Carr, S., Haar, J., Hodgetts, D., Arrowsmith, J., Parker, J., Young-Hauser, A., ... & Jones, H. (2019). An Employee's Living Wage and Their Quality of Work Life: How Important Are Household Size and Household Income?. *Journal of Sustainability Research*. DOI: <http://hdl.handle.net/10292/12771>
- Chandra, V. (2012). Work–life balance: eastern and western perspectives. *The International Journal of Human Resource Management*, 23(5), 1040-1056. DOI:

<https://doi.org/10.1080/09585192.2012.651339>

- Chen, C.-Y., Chen, C.-H., & Li, C.-I. (2013). The influence of leader's spiritual values of servant leadership on employee motivational autonomy and eudaemonic well-being. *Journal of Religion and Health*, 52(2), 418-438. DOI: <https://doi.org/10.1007/s10943-011-9479-3>
- Chen, W. Z., Li, G. Q., Wu, J. H. (2007). Research on the role of work sharing in promoting work-life balance. *China industrial economy*, (6), 15-19.
- Clain, S. H. (2008). How living wage legislation affects US poverty rates. *Journal of Labor Research*, 29(3), 205-218. DOI: <https://doi.org/10.1007/s12122-007-9028-8>
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321. DOI: <https://doi.org/10.1006/obhd.2001.2958>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425. DOI: <https://doi.org/10.1037/0021-9010.86.3.425>
- Coulson, A., & Bonner, J. (2015). Living wage employers: Evidence of UK business cases. Retrieved from: <https://strathprints.strath.ac.uk/51445/1/LivingWageReport21012015.pdf>
- Crain, T. L., & Hammer, L. B. (2013). Work-family enrichment: A systematic review of antecedents, outcomes and mechanisms. In A. B. Bakker (Ed.), *Advances in positive organizational psychology* (Vol. 1). Bingley: Emerald Group Publishing Ltd. DOI: [https://doi.org/10.1108/S2046-410X\(2013\)0000001016](https://doi.org/10.1108/S2046-410X(2013)0000001016)
- Creswell, J. W., Hanson, W. E., Clark Plano, V. L., & Morales, A. (2007). Qualitative research designs: Selection and implementation. *The counseling psychologist*, 35(2), 236-264. DOI: <https://doi.org/10.1177/0011000006287390>
- Crouter, A. C. (1984). Spillover from family to work: The neglected side of the work-family interface. *Human relations*, 37(6), 425-441. DOI: <https://doi.org/10.1177/001872678403700601>
- Direnzo, M. S., Greenhaus, J. H., & Weer, C. H. (2015). Relationship between Protean Career Orientation and Work-Life Balance: A Resource Perspective. *Journal of Organizational Behavior*, 36, 538-560. DOI: <http://dx.doi.org/10.1002/job.1996>
- Drago, R., & Kashian, R. (2003). Mapping the terrain of work/family journals. *Journal of Family Issues*, 24(4), 488-512. DOI: <https://doi.org/10.1177/0192513X02250741>
- Duxbury, L. E., Higgins, C. A., & Coghill, D. (2003). *Voices of Canadians: Seeking work-life balance*. Ottawa: Human Resources Development Canada, Labour Program.
- Eby, L.T., Casper, W.J., Lockwood, A., Bordeaux, C., and Brinley, A. (2005). Work and Family Research in IO/OB: Content Analysis and Review of the Literature (1980-2002). *Journal of Vocational Behavior*, 66, 124-197. DOI: <https://doi.org/10.1016/j.jvb.2003.11.003>

- Eddleston, K. A., & Powell, G. N. (2012). Nurturing entrepreneurs' work-family balance: A gendered perspective. *Entrepreneurship Theory and Practice*, 36(3), 513-541. DOI: <https://doi.org/10.1111/j.1540-6520.2012.00506.x>
- Efraty, D., & Sirgy, M. J. (1990). The effects of quality of working life (QWL) on employee behavioral responses. *Social Indicators Research*, 22(1), 31-47. DOI: <https://doi.org/10.1007/BF00286389>
- Ernst & Young (2015). Global Generations: A Global Study on Work-Life Challenges Across Generations. Retrieved from: <http://www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/%24FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf>
- Falk, A., Fehr, E., & Zehnder, C. (2006). Fairness perceptions and reservation wages—the behavioral effects of minimum wage laws. *The Quarterly Journal of Economics*, 121(4), 1347-1381. DOI: <https://doi.org/10.1093/qje/121.4.1347>
- Fan, Y., Allen, R., & Sun, T. (2014). Spatial mismatch in Beijing, China: Implications of job accessibility for Chinese low-wage workers. *Habitat International*, 44, 202-210. DOI: <https://doi.org/10.1016/j.habitatint.2014.06.002>
- Fang, T., & Lin, C. (2015). Minimum wages and employment in China. *IZA Journal of Labor Policy*, 4(1), 22. DOI: <https://doi.org/10.1186/s40173-015-0050-9>
- Freeman, R. (2005). Fighting for other folks' wages: the logic and illogic of living wage campaigns. *Industrial Relations: A Journal of Economy and Society*, 44(1), 14-31. DOI: <https://doi.org/10.1111/j.0019-8676.2004.00371.x>
- Frone, M. R. (2003). Work-Family Balance. In: J. C. Quick, & L. E. Tetrick (Eds.), *Handbook of Occupational Health Psychology*, American Psychological Association, Washington DC, 143-162. DOI: <http://dx.doi.org/10.1037/10474-007>.
- Frone, M., Russell, M. and Cooper, L. M. (1997), Relation of work-family conflict to health outcomes: a four-year longitudinal study of employed parents, *Journal of Occupational and Organizational Psychology*, Vol. 70, pp. 325-35. DOI: <https://doi.org/10.1111/j.2044-8325.1997.tb00652.x>
- Gallagher, M. W., Lopez, S. J., & Preacher, K. J. (2009). The hierarchical structure of well-being. *Journal of personality*, 77(4), 1025-1050. DOI: <https://doi.org/10.1111/j.1467-6494.2009.00573.x>
- Giallonardo, L. M., Wong, C. A., & Iwasiw, C. L. (2010). Authentic leadership of preceptors: predictor of new graduate nurses' work engagement and job satisfaction. , 18(8), 993-1003. DOI: <https://doi.org/10.1111/j.1365-2834.2010.01126.x>
- Glickman, L. B. (1999). *A living wage: American workers and the making of consumer society*. Cornell University Press.
- Global Commission on the Future of Work. Work for a brighter future. Geneva (Switzerland):

- ILO; 2019. p. 2-2.1p.
- Grady, G., Kerrane, M., Darcy, C., & McCarthy, A. (2008). *Work Life Balance: Policies and Initiatives in Irish Organisations: A Best Practice Management Guide*. Oak Tree Press.
- Greenhaus, J. H., Drenzo, M. S., & Weer, C. H. (2015). Relationship between protean career orientation and work-life balance: A resource perspective. *Journal of Organizational Behavior*, 36(4), 538-560. DOI: <https://doi.org/10.1002/job.1996>
- Greenhaus, J. H., Ziegert, J. C., & Allen, T. D. (2012). When Family-Supportive Supervision Matters: Relations between Multiple Sources of Support and Work-Family Balance. *Journal of Vocational Behavior*, 80, 266-275. DOI: <http://dx.doi.org/10.1016/j.jvb.2011.10.008>
- Gregory, A., & Milner, S. (2009). Trade Unions and Work-life Balance: Changing Times in France and the UK?. *British Journal of Industrial Relations*, 47(1), 122-146. DOI: <https://doi.org/10.1111/j.1467-8543.2008.00710.x>
- Grzywacz J. G., & Marks N. F. (2000). Family, Work, Work-Family Spillover, and Problem Drinking during Midlife. *Journal of Marriage and Family*, 62, 336-348. DOI: <http://dx.doi.org/10.1111/j.1741-3737.2000.00336.x>
- Greenhaus, J. H., & Powell, G. N. (2016). *Making work and family work: From hard choices to smart choices*. New York and London.
- Guest, D. E. (2002). Perspectives on the Study of Work-life Balance. *Social sciences information*, 41(2), 255-279. DOI: <https://doi.org/10.1177/0539018402041002005>
- Haar, J. M. (2013). Testing a new measure of work-life balance: A study of parent and non-parent employees from New Zealand. *The International Journal of Human Resource Management*, 24(17), 3305-3324. DOI: <https://doi.org/10.1080/09585192.2013.775175>
- Haar, J. (2019). Living Wage Employer Status and Job Attitudes and Behaviours. *New Zealand Journal of Employment Relations*, 44(3), 45-57
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior*, 85(3), 361-373. DOI: <https://doi.org/10.1080/09585192.2017.1314311>
- Haar, J. M., Spell, C. S., & O'Driscoll, M. P. (2004). The backlash against work/family benefits: evidence from New Zealand. *Compensation & Benefits Review*, 36(1), 26-34. DOI: <https://doi.org/10.1177/0886368703261393>
- Haar, J., Brougham, D., Roche, M. & Barney, A. (2017). Servant leadership and work engagement: The mediating role of work-life balance. *New Zealand Journal of Human Resource Management*, 17(2), 56-72. <https://hdl.handle.net/10289/11707>
- Haar, J., Carr, S., Parker, J., Arrowsmith, J., Hodgetts, D. & Alefaio-Tugia, S. (2018). Escape from Working Poverty: Steps Toward Sustainable Livelihood. *Sustainability*, 10(11), 4144. DOI: <https://doi.org/10.3390/su10114144>
- Haar, J. Roche, M. A., & ten Brummelhuis, L. (2017). A daily diary study of work-life balance

- in managers: Utilizing a daily process model. *The International Journal of Human Resource Management*. DOI: 10.1080/09585192.2017.1314311
- Haar, J. & Spell, C. (2004). Program knowledge and value of work-family practices and organizational commitment. *The International Journal of Human Resource Management*, 15(6), 1040-1055. DOI: <https://doi.org/10.1080/09585190410001677304>
- Haar, J. M., Sune, A., Russo, M., & Ollier-Malaterre, A. (2019). A cross-national study on the antecedents of work-life balance from the fit and balance perspective. *Social Indicators Research*, 142(1), 261-282. Doi: <https://doi.org/10.1007/s11205-018-1875-6>
- Han, Z., Wei, Z., & Mok, V. W. K. (2011). Empirical study on minimum wage level in China: The ELES approach. *Journal of Contemporary China*, 20(71), 639-657. DOI: <https://doi.org/10.1080/10670564.2011.587163>
- Havlovic, S. J. (1991). Quality of work life and human resource outcomes. *Industrial Relations: A Journal of Economy and Society*, 30(3), 469-479. DOI: <https://doi.org/10.1111/j.1468-232X.1991.tb00799.x>
- He, Q., Tao, Q., & Liu, Y. (2010). International Comparative Study on work-family Balance. *Journal of Beijing Union University (Humanities and Social Sciences edition)*, 8 (1), 94-99. Retrieved from: <https://www.airitilibrary.com/Publication/alDetailedMesh?docid=16724917-201002-201004140018-201004140018-94-99%2B127>
- Hill, E. J, Hawkins, A. J, Ferris, M., et al. (2001). Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. *Family Relations*, 50, 49-58. DOI: <http://dx.doi.org/10.1111/j.1741-3729.2001.00049.x>
- Hatch, J. A. (2002). *Doing qualitative research in education settings*. Suny Press.
- Hau, H., Huang, Y., & Wang, G. (2018). Firm response to competitive shocks: Evidence from China's minimum wage policy. *Swiss Finance Institute Research Paper*, (16-47). DOI: <http://dx.doi.org/10.2139/ssrn.2813226>.
- International Labor Organization Report. (2013). *World of Work Report: Repairing the Economic and Social Fabric*. Geneva (Switzerland).
- Judge, T. A., Colquitt, J. A. (2004). Organizational justice and stress: The mediating role of work-family conflict. *J. Appl. Psychol*, 89, 394-404. DOI: <https://doi.org/10.1037/0021-9010.89.3.395>
- Li, S., & Ma, X. (2015). Impact of minimum wage on gender wage gaps in urban China. *IZA Journal of Labor & Development*, 4(1), 20. DOI: <https://doi.org/10.1186/s40175-015-0044-4>
- Jain, S., & Nair, S. K. (2013). Research on Work-Family Balance: A Review. *Business Perspectives and Research*, 2, 43-58. DOI: <https://doi.org/10.1177/2278533720130104>
- Jiang, N. (2016). Factor Analysis on the Endowment Insurance System Reform for Urban Workers in China: Based on the Perspective of Institutional Change Theory. *Open Journal of Social Sciences*, 4(4), 23-30. DOI: 10.4236/jss.2016.44004

- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: John Wiley.
- Keung Wong, D. F., Li, C. Y., & Song, H. X. (2007). Rural migrant workers in urban China: living a marginalised life. *International Journal of Social Welfare*, 16 (1), 32-40. DOI: <https://doi.org/10.1111/j.1468-2397.2007.00475.x>.
- Kofodimos, J. R. (1993). *Balancing act: How managers can integrate successful careers and fulfilling personal lives*. Jossey-Bass.
- Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family, and interrole conflict: A construct validation study. *Organizational behavior and human performance*, 32(2), 198-215. DOI: [https://doi.org/10.1016/0030-5073\(83\)90147-2](https://doi.org/10.1016/0030-5073(83)90147-2)
- Laurijssen, I., & Glorieux, I. (2013). Balancing work and family: A panel analysis of the impact of part-time work on the experience of time pressure. *Social Indicators Research*, 112(1), 1-17. DOI: <https://doi.org/10.1007/s11205-012-0046-4>
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434-1452.
DOI: <https://doi.org/10.5465/amj.2013.0034>
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177. DOI: <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Living Wage Canada, Canadian Living Wage Framework, Retrieved from: <http://www.livingwagecanada.ca/>
- Longhi, S. (2012). Job competition and the wage curve. *Regional Studies*, 46(5), 611-620. DOI: <https://doi.org/10.1080/00343404.2010.521145>
- Luce, S. (2004). Fighting for a living wage. *Cornell University Press*. DOI: https://doi.org/10.1111/j.1743-4580.2005.00034_6.x
- Luce, S. (2005). The role of community involvement in implementing living wage ordinances. *Industrial Relations: A Journal of Economy and Society*, 44(1), 32-58. DOI: <https://doi.org/10.1111/j.0019-8676.2004.00372.x>.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive development approach. In, Cameron, K. S., Dutton, J. E. & Quinn, R. E. (Eds.), *Positive Organizational Scholarship: Foundations of a New Discipline*. San Francisco, CA: Berrett-Koehler Publishers.
- Mair, S., Druckman, A., & Jackson, T. (2018). Investigating fairness in global supply chains: applying an extension of the living wage to the Western European clothing supply chain. *The international journal of life cycle assessment*, 23(9), 1862-1873. DOI: <https://doi.org/10.1007/s11367-017-1390-z>
- Machi, L. A., & McEvoy, B. T. (2016). *The Literature Review: Six Steps to Success*. Corwin Press.

- Maleka, M., Rugimbana, R., Carr, S. C., Meyer, I., Parker, J., Barry, M. L. (2018). Reflections on a study conducted in New Zealand and South Africa to ascertain the extent to which living wages are a panacea for quality life for low-income workers. In: *Sage Research Methods Cases Part 2*. Thousand Oaks (US): SAGE Publications Inc. DOI: 10.4135/9781526449481
- Mason, D., & Pauleen, D. J. (2003). Perceptions of knowledge management: a qualitative analysis. *Journal of knowledge management*. DOI: <https://doi.org/10.1108/13673270310492930>
- Mayneris, F., Poncet, S., & Zhang, T. (2018). Improving or disappearing: Firm-level adjustments to minimum wages in China. *Journal of Development Economics*, 135, 20-42. DOI: <https://doi.org/10.1016/j.jdeveco.2018.06.010>
- McNall, L. A., Nicklin, J. M., & Masuda, A. D. (2010). A meta-analytic review of the consequences associated with work-family enrichment. *Journal of Business and Psychology*, 25(3), 381-396. DOI: <https://doi.org/10.1016/j.leaqua.2008.01.006>
- Neumark, D. (2002). *How living wage laws affect low-wage workers and low-income families* (p. 188). San Francisco, CA: Public Policy Institute of California.
- Neumark, D., & Adams, S. (2003). Do living wage ordinances reduce urban poverty?. *Journal of Human Resources*, 38(3), 490-521. DOI: <https://doi.org/10.2307/1558766>
- O'Driscoll, M.P., Brough, P., & Haar, J. (2011). The Work-Family Nexus and Small-Medium Enterprises: Implications for Worker Well-Being, in *Occupational Health and Safety for Small and Medium Sized Enterprises*, eds. E.K. Kelloway and C.L. Cooper, Cheltenham: Edward Elgar, pp. 106-128.
- Panaccio, A., Henderson, D. J., Liden, R. C., Wayne, S. J., & Cao, X. (2015). Toward an understanding of when and why servant leadership accounts for employee extra-role behaviors. *Journal of Business and Psychology*, 30(4). DOI: <https://doi.org/10.1007/s10869-014-9388-z>
- Parris, D. L., & Peachey, J. W. (2013). A systematic literature review of servant leadership theory in organizational contexts. *Journal of Business Ethics*, 113(3), 377-393. DOI: <https://doi.org/10.1007/s10551-012-1322-6>
- Patton, M. Q. (2005). Qualitative research. *Encyclopedia of statistics in behavioral science*. DOI: <https://doi.org/10.1002/0470013192.bsa514>
- Pollin, R. (2001). Time for a living wage. *Challenge*, 44(5), 6-18. Retrieved from: <https://www.jstor.org/stable/40722093>
- Ponthieux, S., Meurs, D., & Pailhé, A., (2010). Child-related career interruptions and the gender wage gap in France. *Annals of Economics and Statistics/Annales d'Économie et de Statistique*, 15-46. DOI: <https://doi.org/10.2307/41219158>
- Prowse, P., & Fells, R. (2016). The living wage-policy and practice. *Industrial Relations Journal*, 47(2), 144-162. DOI: <https://doi.org/10.1111/irj.12132>

- Pun, N., Chan, C. K. C., & Chan, J. (2010). The role of the state, labour policy and migrant workers' struggles in globalized China. *Global Labour Journal*. DOI: <https://doi.org/10.15173/glj.v1i1.1068>
- Reich, M., Hall, P., & Jacobs, K. (2005). Living wage policies at the San Francisco airport: Impacts on workers and businesses. *Industrial Relations: A Journal of Economy and Society*, 44(1), 106-138. DOI: <https://doi.org/10.1111/j.0019-8676.2004.00375.x>
- Reich, M., Jacobs, K., Bernhardt, A. (2014). Local Minimum Wage Laws: Impacts on Workers, Families and Businesses. *IRLE Working Paper No.* 104-14. Retrieved from: <http://irle.berkeley.edu/workingpapers/104-14.pdf>.
- Ren, X., & Caudle, D. (2016). Walking the tightrope between work and non-work life: strategies employed by British and Chinese academics and their implications. *Studies in Higher Education*, 41(4), 599-618. DOI: <https://doi.org/10.1080/03075079.2014.942277>
- Reynolds, D., & Kern, J. (2001). Labor and the living - wage movement. *Working USA*, 5(3), 17-45. DOI: <https://doi.org/10.1111/j.1743-4580.2001.00017.x>.
- Sabia, J. J., & Burkhauser, R. V. (2010). Minimum wages and poverty: Will a \$9.50 federal minimum wage really help the working poor?. *Southern Economic Journal*, 76(3), 592-623. DOI: <https://doi.org/10.4284/sej.2010.76.3.592>.
- Schaufeli, W. B. & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315. DOI: <https://doi.org/10.1002/job.248>
- Seong, J. Y. (2016). Person-organization fit, family-supportive organization perceptions, and self-efficacy affect work-life balance. *Social Behavior and Personality: an international journal*, 44(6), 911-921. DOI: <https://doi.org/10.2224/sbp.2016.44.6.911>
- Shih, H. A., Chiang, Y. H., & Hsu, C. C. (2010). High involvement work system, work-family conflict, and expatriate performance-examining Taiwanese expatriates in China. *The International Journal of Human Resource Management*, 21(11), 2013-2030. DOI: <https://doi.org/10.1080/09585192.2010.505101>
- Steinberg, R. J., & Figart, D. M. (1999). Emotional demands at work: A job content analysis. *The Annals of the American Academy of Political and Social Science*, 561(1), 177-191. DOI: <https://doi.org/10.1177/000271629956100112>
- Stevens, A. (2018). Working for a Living Wage Around the Ivory Tower. *Canadian Journal of Higher Education/Revue canadienne d'enseignement supérieur*, 48(1), 22-38. DOI: <https://doi.org/10.7202/1050840>
- Sturges, J. (2008). All in a day's work? Career self-management and the management of the boundary between work and non-work. *Human Resource Management Journal*, 18(2), 118-134. DOI: <https://doi.org/10.1111/j.1748-8583.2007.00054.x>
- Shanafelt, T. D., Boone, S., Tan, L., Dyrbye, L. N., Sotile, W., Satele, D., ... & Oreskovich, M. R. (2012). Burnout and satisfaction with work-life balance among US physicians relative to

- the general US population. *Archives of internal medicine*, 172(18), 1377-1385. DOI: <https://doi.org/10.1016/j.mayocp.2015.08.023>
- Snarr, C. M. (2011). All you that labor: Religion and ethics in the living wage movement (Vol. 10). *NYU Press*.
- Stabile, D. (2009). The living wage: Lessons from the history of economic thought. *Edward Elgar Publishing*. DOI: <https://doi.org/10.1017/S0007680500002270>
- Statistical Yearbook of China. (2019). Editorial Board of China Statistical Yearbook. Retrieved from: <http://www.51labour.com>
- Stegman, T. (1997). Implications for wages policy in Australia of the living wage case. *The Economic and Labour Relations Review*, 8(1), 143-155. DOI: <https://doi.org/10.1177/103530469700800111>
- Snyder, C. R., Rand, K. L., & Sigmon, D. R. (2002). *Hope theory: A member of the positive psychology family*. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (p. 257-276). Oxford University Press.
- Thein, V., Currie, J., & Austen, S. (2006). Attitudes to work/life balance of women in Singapore, Hong Kong and China: Working for the family and more?. Retrieved from: <http://researchrepository.murdoch.edu.au/id/eprint/6592>
- Tomlinson, J. (2007). Employment regulation, welfare and gender regimes: a comparative analysis of women's working-time patterns and work-life balance in the UK and the US. *The International Journal of Human Resource Management*, 18(3), 401-415. DOI: <https://doi.org/10.1080/09585190601167466>
- Tong, X. (2012). Personal, family, and national strategies for balancing work and family. *Jiangsu Social Sciences*, 2. Retrieved from: <http://www.sociology2010.cass.cn/webpic/web/sociology/upload/2012/05/d20120524210411642.pdf>
- Valcour, M. (2007). Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of applied psychology*, 92(6), 1512. DOI: 10.1037 / 0021-9010.92.6.1512.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228-1261. DOI: <https://doi.org/10.1177/0149206310380462>
- Voydanof, P. (2005). Toward a conceptualization of perceived work-family fit and balance: A demands and resources approach. *Journal of Marriage and Family*, 67(4), 822-836. DOI: <https://doi.org/10.1111/j.1741-3737.2005.00178.x>
- Walsh, D., & Downe, S. (2005). Meta-synthesis method for qualitative research: a literature review. *Journal of Advanced Nursing*, 50(2), 204-211. DOI: <https://doi.org/10.1111/j.1365-2648.2005.03380.x>

- Wang, J., & Gunderson, M. (2011). Minimum wage impacts in china: Estimates from a prespecified research design, 2000–2007. *Contemporary Economic Policy*, 29(3), 392-406. DOI: <https://doi.org/10.1111/j.1465-7287.2010.00239.x>
- Wang, T., Xu, P., Zhu, H. Y. (2011). Research on the relationship between family balance and organizational performance. *Research in science of science*, 29 (1), 121-126.
- Wayne, J. H., Grzywacz, J. G., Carlson, D. S., et al. (2007). Work-Family Facilitation: A Theoretical Explanation and Model of Primary Antecedents and Consequences. *Human Resource Management Review*, 17, 63-76. DOI: <http://dx.doi.org/10.1016/j.hrmr.2007.01.002>
- Wills, J. (2016). Living Wage. International Encyclopedia of Geography: People, the Earth, Environment and Technology: People, the Earth, Environment and Technology, 1-2. DOI: <https://doi.org/10.1002/9781118786352.wbieg0174>
- Prowse, P., & Fells, R. (2016). The living wage-policy and practice. *Industrial Relations Journal*, 47(2), 144-162. DOI: <https://doi.org/10.1111/irj.12132>
- Xiao, Y., & Cooke, F. L. (2012). Work-life balance in China? Social policy, employer strategy and individual coping mechanisms. *Asia Pacific Journal of Human Resources*, 50(1), 6-22. DOI: <https://doi.org/10.1111/j.1744-7941.2011.00005.x>
- Yao, C., Parker, J., Arrowsmith, J., & Carr, S. C. (2017). The living wage as an income range for decent work and life. *Employee relations*. DOI: <https://doi.org/10.1108/ER-03-2017-0071>
- Yu, X. (2008). Impacts of corporate code of conduct on labor standards: A case study of Reebok's athletic footwear supplier factory in China. *Journal of Business Ethics*, 81(3), 513-529. DOI: <https://doi.org/10.1007/s10551-007-9521-2>.
- Yuan, L., & Lin, F. (2008). The structure of the work life balance plan and its implementation strategies. *Statistics and decision making*, (20), 176-177. Retrieved from: <http://www.cqvip.com/qk/95927x/200820/28671427.html>
- Yue, J. L., & Yan, X. Y. (2013). Work-life balance: European exploration and China witness. (3), 14-37. Retrieved from: <http://www.cqvip.com/qk/89372x/201303/46358915.html>
- Zhang, Y., & Wildemuth, B. M. (2009). Qualitative analysis of content. *Applications of social research methods to questions in information and library science*, 2nd Edition.
- Zhao, J., Sun, J. M., & Zhang, X. C. (2012). Emotion regulation strategies influence on work and family relations: emotional mediation role (Doctoral dissertation).
- Zhu, Y. (2007). China's floating population and their settlement intention in the cities: Beyond the Hukou reform. *Habitat International*, 31(1), 65-76. DOI: <https://doi.org/10.1016/j.habitatint.2006.04.002>