

Table of Contents

1 Introduction.....	1
1.1 Relevance of the Thesis.....	1
1.1.1 Managerial Relevance	1
1.1.2 Scientific Relevance	3
1.2 Major Goals and Structure of the Thesis.....	6
2 Conceptual Background.....	9
2.1 Procedure of Taxonomy Development.....	9
2.2 Literature Review	12
2.2.1 Research on Top Executives	13
2.2.2 Research on Work Relationship	23
2.2.3 Research on Work-Family Balance.....	32
2.2.4 Specification of Investigated Phenomena.....	46
2.3 Theoretical Background of Top Executives' Work Relationship Taxonomy	50
2.3.1 The Job Demands-Resources Model	50
2.3.2 Upper Echelons Theory	55
2.3.3 Theoretical Conclusion for the Understanding of Top Executives' Work Relationship	59
2.4 Theoretical Background of Top Executives' Work-Family Balance Taxonomy	61
2.4.1 Role Theory	61
2.4.2 Mechanisms of Work-Family Linkage.....	65
2.4.3 Theoretical Conclusion for the Understanding of Top Executives' Work-Family Balance	67
3 Basics of the Empirical Studies.....	71
3.1 Qualitative Study	71
3.1.1 Data Collection and Sample	71
3.1.2 Process of Qualitative Content Analysis	73
3.2 Quantitative Study	74
3.2.1 Data Collection and Sample	74
3.2.2 Process of Scale Validation	78

3.2.3	Process of Cluster Analysis.....	81
3.2.4	Process of Analysis of Variance.....	84
4	Investigation of Top Executives' Work Relationship.....	87
4.1	Preliminary Conceptual Framework of Top Executives' Work Relationship.....	87
4.2	Qualitative Results Regarding Top Executives' Work Relationship	89
4.3	Final Empirically Grounded Framework of Top Executives' Work Relationship.....	97
4.3.1	Job-Related Demands.....	98
4.3.2	Job-Related Resources	98
4.3.3	Related Variables of Top Executives' Work Relationship.....	99
4.3.3.1	Well-Being and Satisfaction.....	99
4.3.3.2	Top Executive Performance	100
4.3.3.3	Organizational Performance	100
4.4	Measurement of Top Executives' Work Relationship	101
4.4.1	Measures of Active Cluster Variables Constituting Top Executives' Work Relationship.....	102
4.4.1.1	Top Executives' Job-Related Demands.....	102
4.4.1.2	Top Executives' Job-Related Resources	103
4.4.2	Measures of Related Variables of Top Executives' Work Relationship	106
4.4.2.1	Executive-Related Variables	106
4.4.2.1.1	Well-Being and Satisfaction.....	106
4.4.2.1.2	Top Executive Performance	108
4.4.2.2	Organizational Performance	109
4.5	Interpretation of Cluster Solutions	112
4.6	Related Variables of Top Executives' Work Relationship Types	119
5	Investigation of Top Executives' Work-Family Balance.....	129
5.1	Preliminary Conceptual Framework of Top Executives' Work-Family Balance	129
5.2	Qualitative Results Regarding Top Executives' Work-Family Balance	130
5.3	Final Empirically Grounded Framework of Top Executives' Work-Family Balance	136
5.3.1	Top Executives' Satisfaction.....	137
5.3.2	Top Executives' Functioning	137
5.3.3	Top Executives' Work-Family Conflict	139
5.3.4	Related variables of Top Executives' Work-Family Balance	139
5.3.4.1	Individual Variables	139

5.3.4.2	Work-Related Variables	140
5.3.4.3	Family-Related Variables	140
5.4	Measurement of Top Executives' Work-Family Balance	140
5.4.1	Measures of Active Cluster Variables Constituting Top Executives' Work-Family Balance	140
5.4.1.1	Top Executives' Satisfaction.....	141
5.4.1.2	Top Executives' Functioning	141
5.4.1.3	Top Executives' Work-Family Conflict.....	142
5.4.2	Measures of Related Variables of Top Executives' Work-Family Balance.....	143
5.4.2.1	Individual Variables	143
5.4.2.2	Work-Related Variables	144
5.4.2.3	Family-Related Variables	145
5.5	Interpretation of Cluster Solution.....	146
5.6	Related Variables of Top Executives' Work-Family Balance Types.....	154
6	Discussion.....	161
6.1	Contribution of the Thesis	161
6.1.1	Content-Related Contribution	161
6.1.2	Conceptual Contribution	164
6.1.3	Methodological Contribution	166
6.1.4	Implications for Business Practice	167
6.2	Limitations and Future Research.....	169
	References	173
	Appendix	197