**Supplemental Material 1. Search Terms Used**

1. Search term 1 in the initial search:

(“employee benefit” OR “dental insurance” OR “retirement plan” OR “pension” OR “vacation leave” OR “sick leave” OR “paid leave” OR “family leave” OR “tuition reimburs\*” OR “wellness program” OR “gym membership” OR “stress management program”) AND (“job satisfaction” OR “perceived organizational support” OR “organizational commitment” OR “engagement” OR “performance” OR “citizenship” OR “OCB” OR “counterproductive work behaviors” OR “deviance” OR “withdrawal” OR “turnover” OR “retention” OR “intent to stay” OR “absenteeism” OR “recruit” OR “health” OR “wellbeing” OR “well-being” OR “stress” OR “fairness”)

2. Search term 2a in the initial search:

(“health insurance”) AND (“job satisfaction” OR “perceived organizational support” OR “organizational commitment” OR “engagement” OR “performance” OR “citizenship” OR “OCB” OR “counterproductive work behaviors” OR “deviance” OR “withdrawal” OR “turnover” OR “retention” OR “intent to stay” OR “absenteeism” OR “recruit” OR “wellbeing” OR “well-being” OR “stress” OR “fairness”)

3. Search term 1 in the second searchb:

(“employee benefit” OR “dental insurance” OR “retirement plan” OR “pension” OR “vacation leave” OR “sick leave” OR “paid leave” OR “family leave” OR “tuition reimburs\*” OR “wellness program” OR “gym membership” OR “stress management program”) AND (“health” OR “wellbeing” OR “well-being” OR “satisfaction” OR “stress” OR “work-family” OR “work-life” OR “work-nonwork” OR “burnout” OR “strain” OR “disease” OR “exhaustion” OR “emotion” OR “negative affect” OR “positive affect” OR “anxiety” OR “anger” OR “depression” OR “frustration” OR “fear” OR “tension” OR “distress” OR “fatigue” OR “sleep” OR “vitality” OR “conflict” OR “psychological” OR “complaint”)

4. Search term 2a in the second searchb:

(“health insurance”) AND (“wellbeing” OR “well-being” OR “satisfaction” OR “stress” OR “work-family” OR “work-life” OR “work-nonwork” OR “burnout” OR “strain” OR “disease” OR “exhaustion” OR “emotion” OR “negative affect” OR “positive affect” OR “anxiety” OR “anger” OR “depression” OR “frustration” OR “fear” OR “tension” OR “distress” OR “fatigue” OR “sleep” OR “vitality” OR “conflict” OR “psychological” OR “complaint”).

5. Search term 1 in the third searchb:

(“employee benefit” OR “dental insurance” OR “retirement plan” OR “pension” OR “vacation leave” OR “sick leave” OR “paid leave” OR “family leave” OR “tuition reimburs\*” OR “wellness program” OR “gym membership” OR “stress management program”) AND (“job satisfaction” OR “perceived organizational support” OR “organizational commitment” OR “engagement” OR “performance” OR “citizenship” OR “OCB” OR “counterproductive work behaviors” OR “deviance” OR “withdrawal” OR “turnover” OR “retention” OR “intent to stay” OR “absenteeism” OR “recruit” OR “fairness” OR “health” OR “wellbeing” OR “well-being” OR “satisfaction” OR “stress” OR “work-family” OR “work-life” OR “work-nonwork” OR “burnout” OR “strain” OR “disease” OR “exhaustion” OR “emotion” OR “negative affect” OR “positive affect” OR “anxiety” OR “anger” OR “depression” OR “frustration” OR “fear” OR “tension” OR “distress” OR “fatigue” OR “sleep” OR “vitality” OR “conflict” OR “psychological” OR “complaint”)

6. Search term 2a in the third searchb:

(“health insurance”) AND (“job satisfaction” OR “perceived organizational support” OR “organizational commitment” OR “engagement” OR “performance” OR “citizenship” OR “OCB” OR “counterproductive work behaviors” OR “deviance” OR “withdrawal” OR “turnover” OR “retention” OR “intent to stay” OR “absenteeism” OR “recruit” OR “fairness” OR “wellbeing” OR “well-being” OR “satisfaction” OR “stress” OR “work-family” OR “work-life” OR “work-nonwork” OR “burnout” OR “strain” OR “disease” OR “exhaustion” OR “emotion” OR “negative affect” OR “positive affect” OR “anxiety” OR “anger” OR “depression” OR “frustration” OR “fear” OR “tension” OR “distress” OR “fatigue” OR “sleep” OR “vitality” OR “conflict” OR “psychological” OR “complaint”)

*Note:* a We separated the search term (“search term 2”) for health insurance from other employee benefits because combining them into one search term returned dramatically large number of irrelevant articles; b the second and third search was performed during the revision process.

**Supplemental Material 2. Management and Public Administration Journals Accessed for Manual Literature Search**

|  |  |
| --- | --- |
| **Field** | **Journal Name** |
| Management | Academy of Management Journal |
| Journal of Applied Psychology |
| Human Resource Management |
| Human Resource Management Journal |
| International Journal of Human Resource Management |
| Administrative Science Quarterly |
| Personnel Psychology |
| Journal of Organizational Behavior |
| Journal of Management |
| Journal of Occupational and Organizational Psychology |
| Journal of Occupational Health Psychology |
| Journal of Business and Psychology |
| Journal of Vocational Behavior |
| Work and Stress |
| Public Administration | Review of Public Personnel Administration |
| Public Personnel Management |
| Public Administration Review |
| The American Review of Public Administration |
| Journal of Public Administration Research and Theory |

**Supplemental Material 3. Meta-Analyses Syntax R Example Code**

*1. Package Installation and Loading*

install.packages("psychmeta")

library(psychmeta)

install.packages("rmarkdown")

library(rmarkdown)

install.packages("readxl")

library(readxl)

install.packages("metafor")

library(metafor)

*2. Bivariate Meta-Analysis for Availability of Combined Benefits and Affective Organizational Commitment (AOC)*

avail.aoc.all <- read\_excel("1-2a. Avail - AOC - A.xlsx")

ma.avail.aoc.all <- ma\_r(ma\_method = "ad",

ad\_method="tsa",

rxyi = r,

construct\_x = IVName,

construct\_y = DVName,

rxx = alphaIV,

ryy = alphaDV,

n = N,

sample\_id = Author,

data = avail.aoc.all)

summary(ma.avail.aoc.all)

*3. Sensitivity Analysis: One-Sample-Removed Analysis*

ma.avail.aoc.all <- sensitivity(ma.avail.aoc.all, leave1out = TRUE)

ma.avail.aoc.all$leave1out[[1]]$artifact\_distribution$true\_score$data$mean\_rho

*4. Sensitivity Analysis: Publication Bias Analysis (Funnel Plot and Trim-and-Fill Analyses)*

avail.aoc.all <- escalc(measure = "COR", ri = r, ni = N, data = avail.aoc.all, vtype = "AV")

metafor.avail.aoc.all <- rma(yi, vi, weights =N, data = avail.aoc.all, method="HS")

metafor.avail.aoc.all

funnel(metafor.avail.aoc.all)

trimfill(metafor.avail.aoc.all)

*5. Meta-Regression Analysis for the Moderating Effect of Employee Age on the Relationship Between Availability of Combined Benefits and Affective Organizational Commitment (AOC)*

mareg.avail.aoc.all.age <- ma\_r(ma\_method = "ad",

ad\_method="tsa",

rxyi = r,

construct\_x = IVName,

construct\_y = DVName,

rxx = alphaIV,

ryy = alphaDV,

n = N,

sample\_id = Author,

moderators = c("Age"),

cat\_moderators = c(FALSE),

data = avail.aoc.all.age)

summary(mareg.avail.aoc.all.age)

mareg.avail.aoc.all.age <- metareg(mareg.avail.aoc.all.age)

get\_metareg(ma\_obj = mareg.avail.aoc.all.age)[[1]]

**Supplemental Material 4. Effect Size Comparisons Across Relationships Between Benefits Experiences of All Combined Benefits and Outcomes**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Relationship** | ***k*** | ***N*** |  |  |  |  |  |  | **95% CI** | ***t* (*df*) A vs. U** | ***t* (*df*) A vs. E** | ***t* (*df*) U vs. E** |
| **POS** |  |  |  |  |  |  |  |  |  |  |  |  |
| Availability (A) | 5 | 1,109 | .21 | .06 | .00 | .23 | .06 | .00 | [.15, .31] | 4.86 (12)\*\* | -2.43 (13) |  |
| Use (U) | 9 | 8,385 | .08 | .03 | .00 | .08 | .03 | .00 | [.06, .11] |  |  | -4.98 (17)\*\* |
| Evaluation (E) | 10 | 4,073 | .37 | .18 | .18 | .40 | .19 | .19 | [.26, .54] |  |  |  |
| **AOC** |  |  |  |  |  |  |  |  |  |  |  |  |
| Availability (A) | 24 | 10,159 | .18 | .13 | .12 | .21 | .15 | .14 | [.14, .28] | 3.55 (43)\*\* | -2.87 (38)\* |  |
| Use (U) | 21 | 8,993 | .06 | .07 | .05 | .08 | .08 | .06 | [.04, .12] |  |  | -7.61 (35)\*\* |
| Evaluation (E) | 16 | 11,988 | .30 | .10 | .09 | .33 | .11 | .10 | [.27, .39] |  |  |  |
| **TI** |  |  |  |  |  |  |  |  |  |  |  |  |
| Availability (A) | 27 | 19,700 | −.18 | .09 | .09 | −.22 | .12 | .11 | [−.27, −.18] | -3 (47)\* | 3.13 (39)\* |  |
| Use (U) | 22 | 24,470 | −.05 | .15 | .15 | −.07 | .22 | .22 | [−.16, .03] |  |  | 4.89 (34)\*\* |
| Evaluation (E) | 14 | 8,021 | −.29 | .07 | .06 | −.32 | .08 | .07 | [−.37, −.27] |  |  |  |
| **JS** |  |  |  |  |  |  |  |  |  |  |  |  |
| Availability (A) | 32 | 29,599 | .10 | .07 | .06 | .13 | .09 | .08 | [.10, .16] | 3.80 (54)\*\* | -10.58 (56)\*\* |  |
| Use (U) | 24 | 24,135 | .05 | .06 | .05 | .05 | .07 | .06 | [.03, .08] |  |  | -15.64 (48)\*\* |
| Evaluation (E) | 26 | 87,152 | .30 | .06 | .05 | .36 | .07 | .06 | [.33, .38] |  |  |  |
| **Stress** |  |  |  |  |  |  |  |  |  |  |  |  |
| Availability (A) | 9 | 7,510 | −.10 | .06 | .05 | −.10 | .06 | .05 | [−.15, −.06] | -3.95 (19)\*\* | -1.53 (13) |  |
| Use (U) | 12 | 4,144 | .02 | .07 | .05 | .02 | .09 | .06 | [−.03, .08] |  |  | 2.15 (16) |
| Evaluation (E) | 6 | 5,555 | −.05 | .06 | .05 | −.05 | .06 | .05 | [−.12, .01] |  |  |  |

*Note*. All combined benefits were considered in all benefits experiences above; POS = perceived organizational support; AOC = affective organizational commitment; TI = turnover intentions; JS = job satisfaction; *k* = number of studies contributing to meta-analysis; *N* = total sample size;  = mean observed correlation;  = observed standard deviation of ;  = residual standard deviation of ;  = mean corrected correlation;  = observed standard deviation of corrected correlations ();  = residual standard deviation of ; CI = confidence interval around ; Correlations corrected using artifact distributions; Statistical significance of test results is based on p-values after Type 1 error corrections; \* *p* < .05; \*\* *p* < .01.

**Supplemental Material 5. Meta-Regression Results**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Relationship | Accessibility based on  sub benefits categories | | POMP score of benefits subjective evaluation | |
| *k* | b | *k* | b |
| **Availability of benefits with** |  |  |  |  |
| Affective organizational commitment | 20 | .003 | -- | -- |
| Turnover intentions | 23 | -.004\*\* | 3 | -.014\* |
| Job satisfaction | 28 | .001 | 6 | .001 |
| **Use of benefits with** |  |  |  |  |
| POS | -- | -- | 3 | -.002 |
| Affective organizational commitment | 20 | .000 | 9 | .016\*\* |
| Turnover intentions | 19 | -.001 | 4 | -.035\* |
| Job satisfaction | 20 | -.001 | 8 | -.02\* |
| Stress | 12 | -.001 | 5 | .002 |
| Work-family conflict | 19 | .000 | -- | -- |

*Note*. *k* = number of studies contributing to meta-regression; b = unstandardized regression coefficient; POMP score = the percent of maximum possible score; POS = perceived organizational support; Type 1 error correction was *not* performed for the analyses in this table; Cautions are needed when interpreting the results on the moderating effects of POMP score of benefits subjective evaluation because of small *k*s; \* *p* < .05; \*\* *p* < .01.

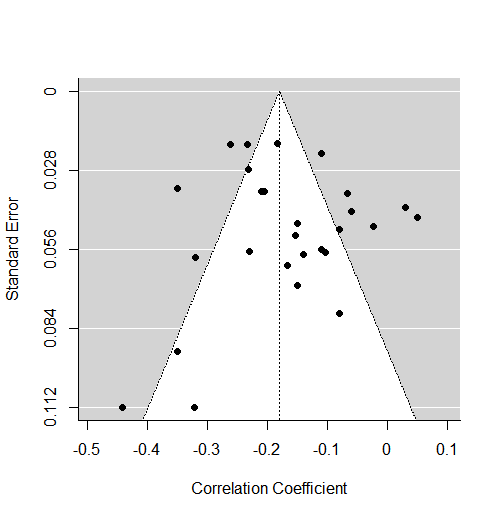
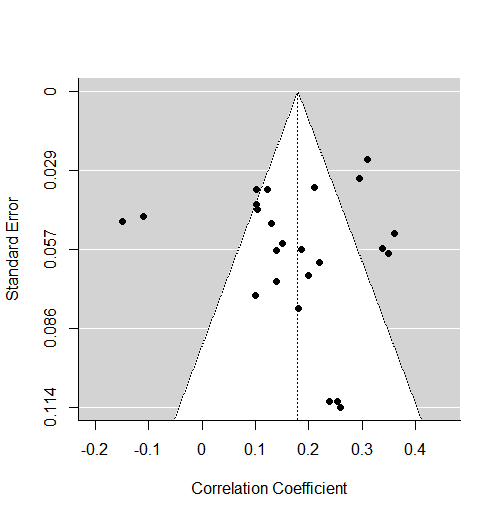
**Supplemental Material 6. Description of Sensitivity Analyses Results**

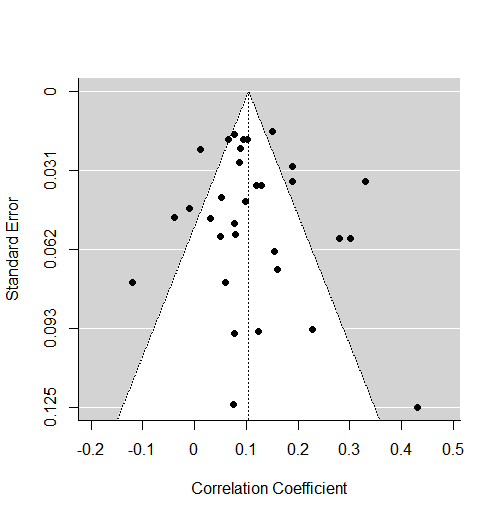
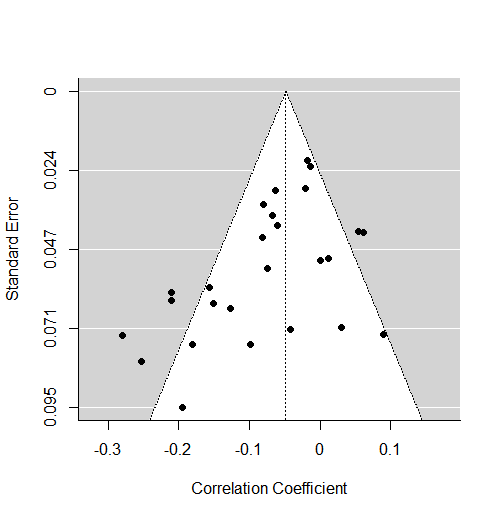
***One-sample-removed analysis.*** We performed one-sample-removed analyses with the *Psychmeta 2.6.3* R package (Dahlke & Wiernik, 2019) in order to examine whether any influential study substantially influenced the meta-analytic estimates. The ranges of s across the meta-analytic cases when one sample was removed for each bivariate relationship are shown in the manuscript (Tables 2-4). As can be seen in tables, there was a general trend that the range of s across one-sample-removed cases became narrower as the number of studies (*k*) increased. This general finding indicates that the meta-analytic estimates became more robust as *k* increased.

***Publication bias check.*** The *Metafor 3.4-0* R package (Viechtbauer, 2010) was used to analyze potential publication bias. *Supplemental Figures 1-3* (displayed in the subsequent pages) show the funnel plots for the 11 relationships for which there were at least 15 studies. To formally interpret the funnel plot, we performed the trim-and-fill procedure and reported the results in the manuscript (Tables 2-4). Among 11 bi-variate relationships, three relationships did not show publication bias. Eight other relationships showed publication bias and in all 8 cases, the new average observed correlations () suggested by the trim-and-fill procedure differed from the initial average observed correlations () by from -.02 to .02.

Supplemental Figure 1.

*Funnel Plots for Correlations of Availability of Benefits with Outcomes*

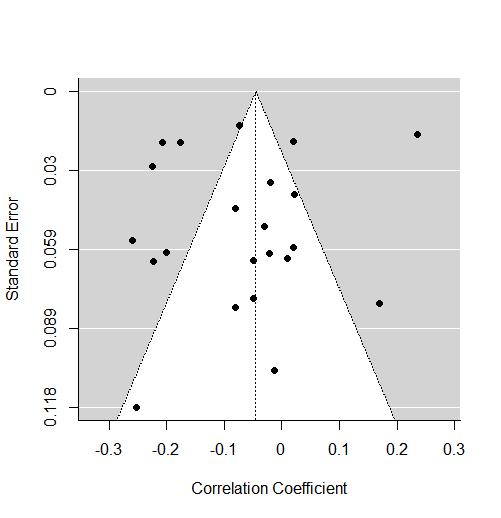
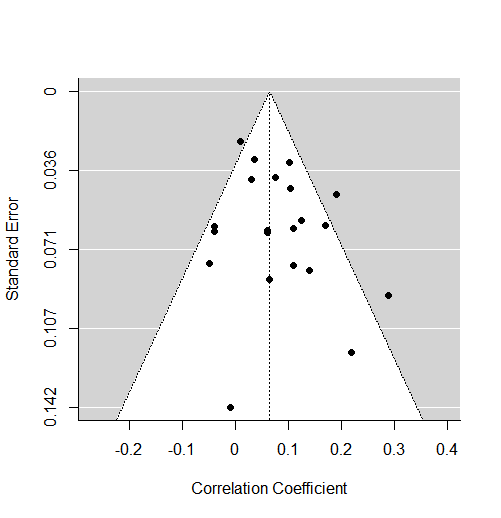
**

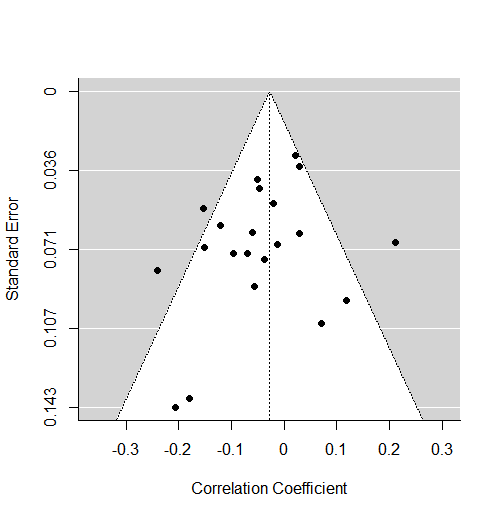
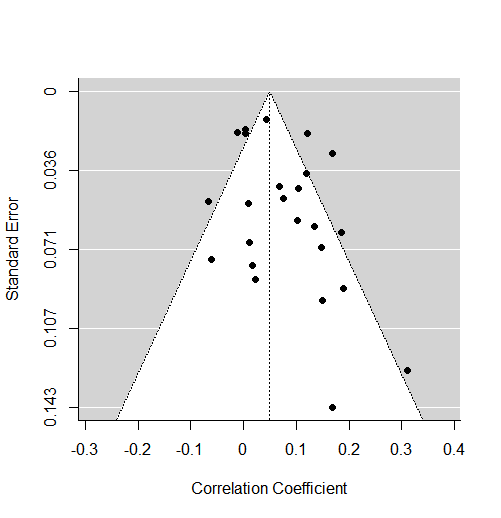
**

*Note*. (Top left) the correlation between availability of combined benefits and affective organizational commitment (*k* = 24); (Top right) the correlation between availability of combined benefits and turnover intentions (*k* = 27); (Bottom left) the correlation between availability of combined benefits and job satisfaction (*k* = 32); (Bottom right) the correlation between availability of combined benefits and work-family conflict (*k* = 26).

Supplemental Figure 2.

*Funnel Plots for Correlations of Use of Benefits with Outcomes*

**

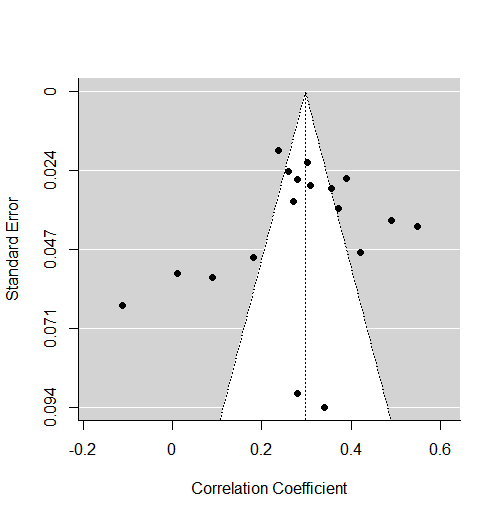
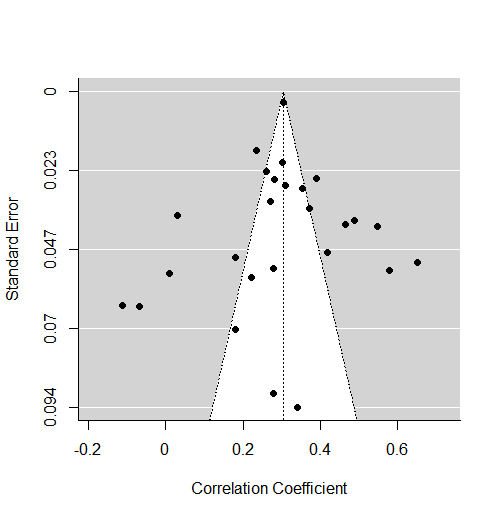
**

*Note*. (Top left) the correlation between use of combined benefits and affective organizational commitment (*k* = 21); (Top right) the correlation between use of combined benefits and turnover intentions (*k* = 22); (Bottom left) the correlation between use of combined benefits and job satisfaction (*k* = 24); (Bottom right) the correlation between use of combined benefits and work-family conflict (*k* = 21).

Supplemental Figure 3.

*Funnel Plots for Correlations of Subjective Evaluation of Benefits with Outcomes*

**

**

*Note*. (Top) the correlation between subjective evaluation of combined benefits and affective organizational commitment (*k* = 16); (Bottom left) the correlation between subjective evaluation of combined benefits and job satisfaction (*k* = 26); (Bottom right) the correlation between subjective evaluation of general benefits and job satisfaction (*k* = 18).

**Supplemental Material 7. Type 1 Error Correction with the Benjamini and Hochberg (BH) procedure**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Test purpose | Test | Test statistics | Test statistics value | *p*-value | *α* | Test result  (before correction) | Order of *p*-value | Corrected p-value | Test result (after correction) |
| Sub-group analysis | (US vs. Non-US) Availability - AOC | t | .0212 | .9834 | .05 | Non-sig. | 33 | .9834 | Non-sig. |
| Meta-regression | Age -> (Availability - JS) | b | .0008 | .8572 | .05 | Non-sig. | 32 | .8840 | Non-sig. |
| Meta-regression | Age -> (Use - TI) | b | -.0014 | .857 | .05 | Non-sig. | 31 | .9123 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Use - AOC | t | .1848 | .8558 | .05 | Non-sig. | 30 | .9414 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Use - WFC | t | .3064 | .7633 | .05 | Non-sig. | 29 | .8686 | Non-sig. |
| Meta-regression | Age -> (Evaluation - TI) | b | .0012 | .7492 | .05 | Non-sig. | 28 | .883 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Evaluation - AOC | t | -.3286 | .7473 | .05 | Non-sig. | 27 | .9134 | Non-sig. |
| Meta-regression | Age -> (Availability - TI) | b | -.0039 | .4707 | .05 | Non-sig. | 26 | .5974 | Non-sig. |
| Meta-regression | Age -> (Use - JS) | b | -.0043 | .3575 | .05 | Non-sig. | 25 | .4719 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Availability - WFC | t | .9684 | .3457 | .05 | Non-sig. | 24 | .4754 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Availability - TI | t | -1.1899 | .2474 | .05 | Non-sig. | 23 | .355 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Evaluation - JS | t | 1.2093 | .2394 | .05 | Non-sig. | 22 | .3591 | Non-sig. |
| Meta-regression | Age -> (Use - WFC) | b | -.0059 | .2252 | .05 | Non-sig. | 21 | .3539 | Non-sig. |
| Meta-regression | Age -> (Use - AOC) | b | -.0054 | .1873 | .05 | Non-sig. | 20 | .309 | Non-sig. |
| Meta-regression | Age -> (Availability - WFC) | b | .0051 | .1605 | .05 | Non-sig. | 19 | .2788 | Non-sig. |
| Effect size comparison | Availability - Stress & Evaluation - Stress | t | -1.5269 | .1508 | .05 | Non-sig. | 18 | .2764 | Non-sig. |
| Meta-regression | Age -> (Evaluation - JS) | b | .0108 | .1059 | .05 | Non-sig. | 17 | .2056 | Non-sig. |
| Effect size comparison | Use - Stress & Evaluation - Stress | t | 2.1451 | .0476 | .05 | Significant | 16 | .0983 | Non-sig. |
| Effect size comparison | Availability - POS & Evaluation - POS | t | -2.4331 | .0302 | .05 | Significant | 15 | .0663 | Non-sig. |
| Sub-group analysis | (US vs. Non-US) Availability - JS | t | -2.3951 | .0241 | .05 | Significant | 14 | .0568 | Non-sig. |
| Meta-regression | Age -> (Availability - AOC) | b | .0125 | .0241 | .05 | Significant | 13 | .0612 | Non-sig. |
| Effect size comparison | Availability - AOC & Evaluation - AOC | t | -2.8738 | .0066 | .05 | Significant | 12 | .0182 | Significant |
| Effect size comparison | Availability - TI & Use - TI | t | -2.9959 | .0044 | .05 | Significant | 11 | .0131 | Significant |
| Effect size comparison | Availability - TI & Evaluation - TI | t | 3.1324 | .0033 | .05 | Significant | 10 | .0108 | Significant |
| Effect size comparison | Availability - AOC & Use - AOC | t | 3.5481 | .001 | .05 | Significant | 9 | .0035 | Significant |
| Effect size comparison | Availability - Stress & Use - Stress | t | -3.9526 | .0009 | .05 | Significant | 8 | .0035 | Significant |
| Effect size comparison | Availability - POS & Use - POS | t | 4.8599 | .0004 | .05 | Significant | 7 | .0018 | Significant |
| Effect size comparison | Availability - JS & Use - JS | t | 3.7966 | .0004 | .05 | Significant | 6 | .0021 | Significant |
| Effect size comparison | Use - POS & Evaluation - POS | t | -4.9817 | .0001 | .05 | Significant | 5 | .0008 | Significant |
| Effect size comparison | Use - TI & Evaluation - TI | t | 4.8904 | .0000 | .05 | Significant | 4 | .0002 | Significant |
| Effect size comparison | Use - AOC & Evaluation - AOC | t | -7.606 | .0000 | .05 | Significant | 3 | .0001 | Significant |
| Effect size comparison | Availability - JS & Evaluation - JS | t | -10.5799 | .0000 | .05 | Significant | 2 | .0002 | Significant |
| Effect size comparison | Use - JS & Evaluation - JS | t | -15.6378 | .0000 | .05 | Significant | 1 | .0003 | Significant |

*Note*. POS = perceived organizational support; AOC = affective organizational commitment; TI = turnover intentions; JS = job satisfaction; WFC = work-family conflict; corrected p-value = (total number of tests/the order of *p*-value) × p-value; Test results for effect size comparison, sub-group analysis, and meta-regression *after* Type 1 error correction are shown in the manuscript.

**Supplemental Material 8-1. Alternative Path Model and Standardized Path Coefficients (Availability Only)**

Benefits   
Availability

Affective  
Organizational  
Commitment

Turnover   
Intentions

POS

.23\*\*

Direct effects (availability) = .05\* (on affective commitment);  
-.11\*\* (on turnover intentions);  
-.02 (on job satisfaction)

Job  
Satisfaction

.68\*\*

.66\*\*

-.47\*\*

*Note*. N = 1,109; POS = perceived organizational support; \* *p* < .05, \*\* *p* < .01.

**Supplemental Material 8-2. Alternative Path Model and Standardized Path Coefficients (Use Only)**

Benefits  
Use

Affective  
Organizational  
Commitment

Turnover   
Intentions

POS

.08\*\*

Job  
Satisfaction

Direct effects (use)   
= .03 (on affective commitment); -.03 (on turnover intentions);  
 -.00 (on job satisfaction)

.69\*\*

.65\*\*

-.50\*\*

*Note*. N = 1,109; POS = perceived organizational support; \* *p* < .05, \*\* *p* < .01.

**Supplemental Material 8-3. Alternative Path Model and Standardized Path Coefficients (Subjective Evaluation Only)**

Affective  
Organizational  
Commitment

Turnover   
Intentions

Benefits  
Subjective  
Evaluation

POS

.40\*\*

Job  
Satisfaction

Direct effects (evaluation) = .06\*\* (on affective commitment); -.14\*\* (on turnover intentions);  
.12\*\* (on job satisfaction)

.66\*\*

.60\*\*

-.44\*\*

*Note*. N = 1,109; POS = perceived organizational support; \* *p* < .05, \*\* *p* < .01.

**Supplemental Material 9-1. Effect Size Comparisons Across Relationships Between Benefits Experiences of All Combined Benefits and Outcomes (Only Included a Subset of Studies that Measured All of Benefits Availability, Use, and Subjective Evaluation)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Relationship** | ***k*** | ***N*** |  |  |  |  |  |  | **95% CI** | ***t* (*df*) A vs. U** | ***t* (*df*) A vs. E** | ***t* (*df*) U vs. E** |
| **JS** |  |  |  |  |  |  |  |  |  |  |  |  |
| Availability (A) | 4 | 3,861 | .14 | .13 | .13 | .15 | .14 | .14 | [−.08, .37] | 1.57 (6) | -1.95 (6) |  |
| Use (U) | 4 | 3,958 | .03 | .04 | .03 | .03 | .05 | .03 | [−.04, .10] |  |  | -5 (6)\*\* |
| Evaluation (E) | 4 | 5,245 | .27 | .09 | .09 | .32 | .11 | .10 | [.15, .49] |  |  |  |

*Note*. All combined benefits were considered in all benefits experiences above; JS = job satisfaction; *k* = number of studies contributing to meta-analysis; *N* = total sample size;  = mean observed correlation;  = observed standard deviation of ;  = residual standard deviation of ;  = mean corrected correlation;  = observed standard deviation of corrected correlations ();  = residual standard deviation of ; CI = confidence interval around ; Correlations corrected using artifact distributions; Type 1 error correction was *not* performed for the analyses in this table; \* *p* < .05; \*\* *p* < .01.

**Supplemental Material 9-2. Meta-Analytic Correlation Table (Only Included a Subset of Studies that Measured All of Benefits Availability, Use, and Subjective Evaluation)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Variables | 1 | 2 | 3 | 4 |
| 1. Benefits availability | -- |  |  |  |
| 2. Benefits use | .47 | -- |  |  |
| *k* studies | 3 |  |  |  |
| *N* total observations | **3078** |  |  |  |
| 3. Benefits evaluation | .41 | .36 | -- |  |
| *k* studies | 4 | 3 |  |  |
| *N* total observations | 4568 | 4148 |  |  |
| 4. Job satisfaction | .15 | .03 | .32 | -- |
| *k* studies | 4 | 4 | 4 |  |
| *N* total observations | 3861 | 3958 | 5245 |  |

*Note*. The smallest sample size for the path models is bold-faced.

**Supplemental Material 9-3. Path Model and Standardized Path Coefficients (Only Included a Subset of Studies that Measured All of Benefits Availability, Use, and Subjective Evaluation)**

Benefits   
Availability

Benefits  
Use

Benefits  
Subjective  
Evaluation

Job   
Satisfaction

.07\*\*

-.12\*\*

.34\*\*

*Note*. N = 3,078; \* *p* < .05, \*\* *p* < .01.

**Supplemental Material 10. Coding Information (Literature)**

| Author/year | rxy | N | | rxx | ryy | IV | NCSsub | DV | DVMeasure | %W | Age | Nation |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A. Benefits Availability** | | | | | | | | | | | | |
| ***A-1. DV: Affective Organizational Commitment*** | | | | | | | | | | | | |
| Allen (2001)i | .14 | 520 | |  | .88 | All benefits offered | 10General benefit | Organizational commitment | Meyer & Allen (1984) | 74 | 40 |  |
| Allen (2001)i | .05 | 520 | |  | .88 | Depend care offered | 6, 8Paid family leave; Childcare | Organizational commitment | Meyer & Allen (1984) | 74 | 40 |  |
| Casper & Harris (2008)i | .14 | 284 | |  | .84 | Availability of dependent care benefits | 1, 6, 8Dependent care flexible spending account; Paid family leave; Unpaid family leave; Childcare | Affective organizational commitment | Meyer and Allen’s (1984) | 62 |  | U.S. |
| Feierabend & Staffelbach (2016)i | .13 | 414 | |  | .89 | Corporate childcare | 8Childcare | Affective organizational commitment | Allen & Meyer (1990) | 49 | 43 | Switzerland |
| Gibson (2006)iii | .22 | 247 | |  | .80 | Benefits availability | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Affective commitment | Meyer & Allen (1997) | 23 | 30 | U.S. |
| Giffords (2009)i | .20 | 214 | |  | .92 | Paid maternity/paternity leave | 6Paid family leave | Affective organizational commitment | Porter et al (1974) | 85 | 47 | U.S. |
| Grover & Crooker (1995)i | .11 | 745 | |  | .80 | Maternity leave | 6Paid family leave; Unpaid family leave | Affective commitment | Mowday, Steers, & Porter (1979) | 53 | 39 | U.S. |
| Grover & Crooker (1995)i | .05 | 745 | |  | .80 | Child care assistance | 8Childcare | Affective commitment | Mowday et al (1979) | 53 | 39 | U.S. |
| Grover & Crooker (1995)i | .09 | 745 | |  | .80 | Child care information | 8Childcare | Affective commitment | Mowday et al (1979) | 53 | 39 | U.S. |
| Herrbach et al. (2009)i | .36 | 359 | | .81 | .85 | HRM training | 10Training program | Affective organizational commitment | Meyer, Allen, & Smith (1993) | 8 | 54 | France |
| Ko (2022)i | .27 | 946 | |  | .88 | Time-based family friendly practices (including leave) | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare | Organizational commitment | Allen & Meyer (1990); Mowday et al (1979) | 34 |  | South Korea |
| Ko (2022)i | .25 | 946 | |  | .88 | Money-based family friendly practices | 1, 2, 8Student loan repayment; Medical care benefits; Childcare; Wellness programs | Organizational commitment | Allen & Meyer (1990); Mowday et al (1979) | 34 |  | South Korea |
| Lamane-Harim et al (2023)i | .19 | 290 | | .81 | .84 | Availability of work-life balance practices (leave benefits) | 6Paid family leave; Unpaid family leave | Organizational commitment | Mowday et al (1979) | 22 | 38 | Spain |
| McCausland et al (2011)iv | .21 | 774 | |  | .84 | Family emergency and sick leave | 6Paid family leave; Unpaid family leave | Affective organizational commitment |  | 58 |  | U.S. |
| Odle-Dusseau et al (2010)iv | .10 | 174 | |  | .85 | Sick or emergency care for child | 6Paid family leave; Unpaid family leave | Affective organizational commitment |  | 75 |  | U.S. |
| Ollier-Malaterre (2009)iv | .26 | 73 | |  | .84 | Elder care | 8Dependent care | Affective organizational commitment |  | 53 |  |  |
| Premeaux et al (2007)i | .10 | 564 | |  | .80 | Family-friendly policies: support services | 8Employee assistance programs | Affective commitment | Meyer & Allen (1997) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .06 | 564 | |  | .80 | Family-friendly policies: dependent care | 1, 8Dependent care flexible spending account; Childcare | Affective commitment | Meyer & Allen (1997) | 70 | 43 | U.S. |
| Prottas et al (2007)i |  |  | |  |  |  |  |  |  |  |  |  |
| Rodrigues et al. (2020)i | -.15 | 429 | | .86 | .86 | Career development practices | 10Training program | Organizational commitment | Meyer & Allen (1997) | 37 | 27 | U.K. |
| Rothbard et al (2005)i | -.11 | 460 | |  | .81 | Perceived access to onsite childcare | 8Childcare | Organizational commitment | Allen & Meyer (1991) | 66 | 39 | U.S. |
| Sinclair et al (1995; Sample 1: Union)ii | .07 | 76 | |  | .86 | Health benefits | 2, 4Medical care benefits; Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | Affective company commitment | Meyer & Allen (1984) | 47 |  | U.S. |
| Sinclair et al (1995; Sample 1: Union)ii | .32 | 76 | |  | .86 | Family benefits | 6, 8Paid family leave; Childcare | Affective company commitment | Meyer & Allen (1984) | 47 |  | U.S. |
| Sinclair et al (1995; Sample 2: non-union)ii | .01 | 76 | |  | .86 | Health benefits | 2, 4Medical care benefits; Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | Affective company commitment | Meyer & Allen (1984) | 47 |  | U.S. |
| Sinclair et al (1995; Sample 2: non-union)ii | .41 | 76 | |  | .86 | Family benefits | 6, 8Paid family leave; Childcare | Affective company commitment | Meyer & Allen (1984) | 47 |  | U.S. |
| Smith & Gardner (2007)i | .18 | 153 | |  | .83 | Work life initiative availability | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Affective commitment | Allen & Meyer (1990) | 31 |  | New Zealand |
| Tay & Quazi (2007)iv | .14 | 200 | |  | .86 | Paid family leave | 6Paid family leave | Affective organizational commitment |  | 61 |  |  |
| Thompson et al (1999)i | .35 | 274 | | .84 | .89 | Work-family benefit availability | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Affective commitment | Allen & Meyer (1990) | 42 | 40 | U.S. |
| Zagorski (2004)iii | .33 | 293 | |  | .89 | Total benefits offered (provided) | 10General benefit | Organizational commitment | Eisenberger, Fasolo, & Davis-LaMastro (1990) | 67 |  | U.S. |
| Zagorski (2004)iii | .37 | 293 | |  | .89 | Total eligible benefits (provided) | 10General benefit | Organizational commitment | Eisenberger et al (1990) | 67 |  | U.S. |
| Zagorski (2004)iii | .24 | 293 | |  | .89 | Eligible resource benefits (provided) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Organizational commitment | Eisenberger et al (1990) | 67 |  | U.S. |
| Zagorski (2004)iii | .24 | 293 | |  | .89 | Eligible family benefits (provided) | 6, 8Paid family leave; Childcare | Organizational commitment | Eisenberger et al (1990) | 67 |  | U.S. |
| ***A-2. DV: Perceived Organizational Support (POS)*** | | | | | | | | | | | | |
| Bamberger & Bacharach (2014)i | .30 | 417 | | .77 | .84 | Pro-senior policies | 10General benefit | POS | Eisenberger, Huntington, Hutchison, & Sowa (1986) | 59 | 57 | U.S. |
| Bamberger & Bacharach (2014)i | .06 | 417 | |  | .84 | Health plan coverage of retirees | 4Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | POS | Eisenberger et al. (1986) | 59 | 57 | U.S. |
| Bamberger & Bacharach (2014)i | -.03 | 417 | |  | .84 | Number of retirement benefits | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | POS | Eisenberger et al. (1986) | 59 | 57 | U.S. |
| Gibson (2006)iii | .24 | 247 | |  | .85 | Benefits availability | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | POS | Eisenberger et al. (2001) | 23 | 30 | U.S. |
| Sinclair et al (1995; Sample 1: Union)ii | .08 | 76 | |  | .95 | Health benefits | 2, 4Medical care benefits; Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | POS | Eisenberger et al. (1986) | 47 |  | U.S. |
| Sinclair et al (1995; Sample 1: Union)ii | .21 | 76 | |  | .95 | Family benefits | 6, 8Paid family leave; Childcare | POS | Eisenberger et al. (1986) | 47 |  | U.S. |
| Sinclair et al (1995; Sample 2: non-union)ii | -.02 | 76 | |  | .95 | Health benefits | 2, 4Medical care benefits; Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | POS | Eisenberger et al. (1986) | 47 |  | U.S. |
| Sinclair et al (1995; Sample 2: non-union)ii | .32 | 76 | |  | .95 | Family benefits | 6, 8Paid family leave; Childcare | POS | Eisenberger et al. (1986) | 47 |  | U.S. |
| Zagorski (2004)iii | .29 | 293 | |  | .85 | Total benefits offered (provided) | 10General benefit | POS | Lambert (2000) | 67 |  | U.S. |
| Zagorski (2004)iii | .36 | 293 | |  | .85 | Total eligible benefits (provided) | 10General benefit | POS | Lambert (2000) | 67 |  | U.S. |
| Zagorski (2004)iii | .16 | 293 | |  | .85 | Eligible resource benefits (provided) | 1,8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | POS | Lambert (2000) | 67 |  | U.S. |
| Zagorski (2004)iii | .17 | 293 | |  | .85 | Eligible family benefits (provided) | 6, 8Paid family leave; Childcare | POS | Lambert (2000) | 67 |  | U.S. |
| ***A-3. DV: Job Satisfaction*** | | | | | | | | | | | | |
| Aletraris (2010)i | .15 | 3854 | |  | .76 | Formal family-friendly benefits (family emergency and sick leave) | 6Paid family leave; Paid holiday; Paid sick leave; Unpaid family leave | Job satisfaction | Self-developed | 49 | 39 | Australia |
| Allen (2001)i | .13 | 520 | |  | .88 | All benefits offered | 10General benefit | Job satisfaction | Cammann, Fichman, Jenkins, & Klesh (1979) | 74 | 40 |  |
| Allen (2001)i | .05 | 520 | |  | .88 | Depend care offered | 6, 8Paid family leave; Childcare | Job satisfaction | Cammann et al. (1979) | 74 | 40 |  |
| Barber et al (1992)i | .12a | 110 | |  | .67 | Flexible benefit plan implementation | 1Flexible benefits | Overall job satisfaction | Index of Organizational Reactions (Dunham & Pierce, 1977; Dunham, Smith, & Blackburn, 1977; Smith, 1976) | 67 |  | U.S. |
| Breaugh & Frye (2007)i | .43 | 187 | | .90 | .90 | Family-friendly benefits provided | 10General benefit | Job satisfaction | Judge, Locke, Durham, & Kluger (1998) |  |  | U.S. |
| Breaugh & Frye (2007)i | .40 | 64 | | .90 | .88 | Family-friendly benefits provided | 10General benefit | Job satisfaction (re-test) | Judge et al. (1998) |  |  | U.S. |
| Chan Hak Fun (2007)iii | .12 | 112 | | .40 | .72 | Family leave | 6Paid family leave; Unpaid family leave | Job satisfaction | Wright & Cropanzano (1998) | 56 |  | Hong Kong |
| Chan Hak Fun (2007)iii | .25 | 112 | | .70 | .72 | Employee assistance program | 8Employee assistance programs | Job satisfaction | Wright & Cropanzano (1998) | 56 |  | Hong Kong |
| Deery et al. (1995)i | .08 | 310 | |  | .84 | Accumulated sick pay | 6Paid sick leave | Job satisfaction | Warr, Cook, & Wall (1979) | 17 | 28 | Australia |
| Dolcos (2007; Sample 1)iii | .09 | 1,943 | | .75 | .67 | Dependent care benefits | 8Childcare; Dependent care | Job satisfaction | 2002 National Study of the Changing Workforce | 51 | 41 | U.S. |
| Dolcos (2007; Sample 2)iii | .13 | 717 | | .75 | .67 | Dependent care benefits | 8Childcare; Dependent care | Job satisfaction | 2002 National Study of the Changing Workforce | 63 | 43 | U.S. |
| Judge & Colquitt (2004)i | -.12 | 174 | |  | .93 | Number of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Job satisfaction (Time 2) | Brayfield & Rothe (1951) | 42 | 43 | U.S. |
| King & Botsford (2009)iv | .03 | 389 | |  | .81 | Elder care | 8Childcare; Dependent care | Job satisfaction |  | 65 |  | U.S. |
| Lamane-Harim et al (2023)i | .28 | 290 | | .81 | .87 | Availability of work-life balance practices (leave benefits) | 6Paid family leave; Unpaid family leave | Job satisfaction | Hausknecht et al (2008) | 22 | 38 | Spain |
| Lu et al (2008)i | .19 | 1,122 | |  |  | Allowance for personal leave | 6Personal leave | Job satisfaction | Self-developed | 43 | 40 | Taiwan |
| McCausland et al (2011)iv | .19 | 174 | |  | .76 | Family emergency and sick leave | 6Paid family leave; Unpaid family leave | Job satisfaction |  | 58 |  | U.S. |
| Odle-Dusseau et al (2010)iv | .06 | 174 | |  | .87 | Sick or emergency care for child | 6Paid family leave; Unpaid family leave | Job satisfaction |  | 75 |  | U.S. |
| Premeaux et al (2007)i | .00 | 564 | |  | .74 | family-friendly policies - support services | 8Employee assistance programs | Job satisfaction | Cammann, Fichman, Jenkins, & Klesh (1983) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .08 | 564 | |  | .74 | family-friendly policies - dependent care | 1, 8Dependent care flexible spending account; Childcare | Job satisfaction | Cammann et al. (1983) | 70 | 43 | U.S. |
| Rothbard et al (2005)i | -.01 | 460 | |  | .88 | Perceived access to onsite childcare | 8Childcare | Job satisfaction | Hackman & Oldham (1980) | 66 | 39 | U.S. |
| Tang (2005)iii | .02 | 247 | |  | .93 | Leave benefits (availability) | 6Paid vacation; Paid sick leave; Paid family leave; Personal leave; Unpaid family leave | Job satisfaction | Price (2001); Mueller & McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | .18 | 247 | |  | .93 | Leave for sick family members (availability) | 6Paid family leave; Unpaid family leave | Job satisfaction | Price (2001); Mueller & McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | .11 | 247 | |  | .93 | Dependent-care services (availability) | 8Childcare; Dependent care | Job satisfaction | Price (2001); Mueller & McCloskey (1990) | 93 | 45 | U.S. |
| Tay & Quazi (2007)iv | .16 | 200 | |  | .90 | Paid family leave (availability) | 6Paid family leave | Job satisfaction |  | 61 |  |  |
| Thomas & Ganster (1995)i | -.01 | 398 | |  |  | Child care information and referral (I & R) services | 8Childcare | Job satisfaction | Kunin (1955) | 99 | 35 | U.S. |
| Thomas & Ganster (1995)i | -.06 | 398 | |  |  | Dependent care | 8Childcare | Job satisfaction | Kunin (1955) | 99 | 35 | U.S. |
| Williams et al (2002)i | .07 | 362 | |  | .81 | Medical insurance coverage (log) | 2Medical care benefits | Global job satisfaction | Quinn & Staines (1979) | 19 | 42 |  |
| Williams et al (2002)i | .01 | 362 | |  | .81 | Life insurance coverage (log) | 5Life insurance | Global job satisfaction | Quinn & Staines (1979) | 19 | 42 |  |
| Williams et al (2002)i | .06 | 362 | |  | .81 | Total amount of time-off | 6Personal leave (it can actually be any types of benefits) | Global job satisfaction | Quinn & Staines (1979) | 19 | 42 |  |
| Yamamoto (2011)i | .09 | 1,228 | |  |  | Number of introduced employee benefits | 10General benefit | Job satisfaction | Self-developed | 29 | 41 | Japan |
| Yoon & Khan (2020)i | .12 | 3377 | |  |  | Health insurance | 2Medical care benefits | Job satisfaction | Self-developed |  |  | U.S. |
| Yoon & Khan (2020)i | .04 | 3377 | |  |  | Job benefit (availability) | 2, 5, 6, 7, 8, 9Dental care; Vision care; Long-term disability insurance; Short-term disability insurance; Paid holiday; Paid sick leave; Paid vacations; Personal leave; Other bonus; Childcare; Retirement benefits-Defined benefit; Retirement benefits-Defined contribution | Job satisfaction | Self-developed |  |  | U.S. |
| Young et al. (2005)iv | .05 | 300 | |  | .76 | Drop-in emergency or back-up child care (availability) | 8Childcare |  |  |  |  |  |
| Zagorski (2004)iii | .31 | 293 | |  | .87 | Total benefits offered (provided) | 10General benefit | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .34 | 293 | |  | .87 | Total eligible benefits (provided) | 10General benefit | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .20 | 293 | |  | .87 | Eligible resource benefits (provided) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .20 | 293 | |  | .87 | Eligible family benefits (provided) | 6, 8Paid family leave; Childcare | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| ***A-4. DV: Turnover intentions*** | | | | | | | | | | | | |
| Allen (2001)i | -.09 | 520 | |  | .91 | All benefits offered | 10General benefit | Turnover intention | Self-developed | 74 | 40 |  |
| Allen (2001)i | -.02 | 520 | |  | .91 | Depend care offered | 6, 8Paid family leave; Childcare | Turnover intention | Self-developed | 74 | 40 |  |
| Batt & Valcour (2003)i | .01 | 557 | |  |  | Dependent care (work-family policy) | 8Childcare; Dependent care | Turnover intention | Self-developed | 53 | 44 | U.S. |
| Batt & Valcour (2003)i | .04 | 557 | |  |  | Career development benefits | 10Training program | Turnover intention | Self-developed | 53 | 44 | U.S. |
| Casper & Harris (2008)i | -.14 | 283 | |  | .85 | Availability of dependent care | 1, 6, 8Dependent care flexible spending account; Paid family leave; Unpaid family leave; Childcare | Turnover intention |  | 62 |  | U.S. |
| Chan Hak Fun (2007)iii | -.24 | 112 | | .40 | .80 | Family leave | 6Paid family leave; Unpaid family leave | Turnover intention |  | 56 |  | Hong Kong |
| Chan Hak Fun (2007)iii | -.34 | 112 | | .70 | .80 | Employee assistance program | 8Employee assistance programs | Turnover intention |  | 56 |  | Hong Kong |
| Dolcos (2007; Sample 1)iii | -.11 | 1,943 | | .75 |  | Dependent care benefits | 8Childcare; Dependent care | Turnover intention | 2002 National Study of the Changing Workforce | 51 | 41 | U.S. |
| Dolcos (2007; Sample 2)iii | -.07 | 717 | | .75 |  | Dependent care benefits | 8Childcare; Dependent care | Turnover intention | 2002 National Study of the Changing Workforce | 63 | 43 | U.S. |
| Feierabend & Staffelbach (2016)i | -.02 | 414 | |  | .61 | Corporate childcare | 8Childcare | Intentions to quit | Guest & Conway (2004) | 49 | 43 | Switzerland |
| Grover & Crooker (1995)i | -.22 | 745 | |  |  | Maternity leave | 6Paid family leave; Unpaid family leave | Turnover intention | Self-developed | 53 | 39 | U.S. |
| Grover & Crooker (1995)i | -.05 | 745 | |  |  | Child care assistance | 8Childcare | Turnover intention | Self-developed | 53 | 39 | U.S. |
| Grover & Crooker (1995)i | -.16 | 745 | |  |  | Child care information | 8Childcare | Turnover intention | Self-developed | 53 | 39 | U.S. |
| Kim (2012)i | -.35 | 789 | |  | .77 | Family-friendly policy (availability) | 10General benefit | Turnover intentions | Porter, Crampton, & Smith (1976) | 35 |  | U.S. |
| King & Botsford (2009)iv | -.08 | 391 | |  | .72 | Elder care | 8Childcare; Dependent care | Intent to stay |  | 65 |  | U.S. |
| Lamane-Harim et al (2023)i | -.10 | 290 | | .81 | .82 | Availability of work-life balance practices (leave benefits) | 6Paid family leave; Unpaid family leave | Turnover intention | Wayne et al (1997) | 22 | 38 | Spain |
| Rodrigues et al. (2020)i | -.15 | 429 | | .86 | .80 | Career development practices | 10Training program | Intention to quit | Price (1997) | 37 | 27 | U.K. |
| Sinclair et al (1995; Sample 1: Union)ii | -.37c | 76 | |  | .74 | Health benefits | 2, 4Medical care benefits; Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | Intention to remain | Self-developed | 47 |  | U.S. |
| Sinclair et al (1995; Sample 1: Union)ii | -.35c | 76 | |  | .74 | Family benefits | 6, 8Paid family leave; Childcare | Intention to remain | Self-developed | 47 |  | U.S. |
| Sinclair et al (1995; Sample 2: non-union)ii | -.30c | 76 | |  | .74 | Health benefits | 2, 4Medical care benefits; Retiree health care benefits (age 65 and over); Retiree health care benefits (under age 65) | Intention to remain | Self-developed | 47 |  | U.S. |
| Sinclair et al (1995; Sample 2: non-union)ii | -.23c | 76 | |  | .74 | Family benefits | 6, 8Paid family leave; Childcare | Intention to remain | Self-developed | 47 |  | U.S. |
| Smith & Gardner (2007)i | -.08 | 153 | |  | .94 | Work life initiative availability | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Intent to leave | O’Driscoll & Beehr (1994) | 31 |  | New Zealand |
| Tang (2005)iii | -.07c | 247 | |  | .89 | Leave benefits (availability) | 6Paid vacation; Paid sick leave; Paid family leave; Personal leave; Unpaid family leave | Intent to stay | McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | -.14c | 247 | |  | .89 | Leave for sick family members (availability) | 6Paid family leave; Unpaid family leave | Intent to stay | McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | -.12c | 247 | |  | .89 | Dependent-care services (availability) | 8Childcare; Dependent care | Intent to stay | McCloskey (1990) | 93 | 45 | U.S. |
| Tay & Quazi (2007)iv | -.15 | 200 | |  | .72 | Paid family leave | 6Paid family leave | Intent to stay |  | 61 |  |  |
| Thompson et al (1999)i | -.32 | 274 | | .84 | .78 | Work-family benefit availability | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Intention to leave | Rosin & Korabik (1991) | 42 | 40 | U.S. |
| Wang & Walumbwa (2007) | .05 | 475 | |  | .83 | Childcare benefits (availability) | 8Childcare | Work withdrawal | Hanisch & Hulin (1990) | 47 | 33 | Several (China, Kenya, and Thailand) |
| Williams et al (2002)i | -.07 | 362 | |  |  | Medical insurance coverage (log) | 2Medical care benefits | Turnover intention | Self-developed | 19 | 42 |  |
| Williams et al (2002)i | -.13 | 362 | |  |  | Total amount of time-off | 6Personal leave (it can actually be any types of benefits) | Turnover intention | Self-developed | 19 | 42 |  |
| Williams et al (2002)i | -.08 | 362 | |  |  | Life insurance coverage (log) | 5Life insurance | Turnover intention | Self-developed | 19 | 42 |  |
| Yamamoto (2011)i | -.23 | 1,228 | |  |  | Number of introduced employee benefits | 10General benefit | Withdrawal cognition | Self-developed | 29 | 41 | Japan |
| Young et al (2005)iv | -.11 | 300 | |  | .83 | Drop-in emergency or back-up child care | 8Childcare | Intent to stay |  |  |  |  |
| Zagorski (2004)iii | -.21 | 293 | |  | .87 | Total benefits offered (provided) | 10General benefit | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | -.26 | 293 | |  | .87 | Total eligible benefits (provided) | 10General benefit | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | -.17 | 293 | |  | .87 | Eligible resource benefits (provided) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | -.16 | 293 | |  | .87 | Eligible family benefits (provided) | 6, 8Paid family leave; Childcare | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| ***A-5. DV: Turnover*** | | | | | | | | | | | | |
| Deckop et al. (2006)i | -.22c | 561 | | .87 |  | Financial/health benefits index | 1, 2, 9Student loan repayment; Medical care benefits; Retirement benefits - Defined benefits; Retirement benefits - Defined contribution | Job retention (days) | The Philadelphia Workforce Development Corporation (PWDC) | 97 | 32 | U.S. |
| Deckop et al. (2006)i | -.11c | 561 | | .78 |  | Family-friendly benefits index | 6, 8Paid family leave; Paid holiday; Paid sick leave; Paid vacation; Personal leave; Childcare; Employee assistance programs | Job retention (days) | PWDC | 97 | 32 | U.S. |
| Stavrou & Ierodiakonou (2016)i | -.03c | 5,155 | |  |  | Long-term leave (availability) | 6Paid family leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave | Difficult retention | Self-developed |  |  | 20 EU countries |
| Stavrou & Ierodiakonou (2016)i | .00c | 5,155 | |  |  | Domestic support (availability) | 8Childcare | Difficult retention | Self-developed |  |  | 20 EU countries |
| Veenstra et al (2015)i | -.26bc | 567 | |  |  | access to paid sick leave | 6Paid sick leave | Retention | Self-developed | 42 |  | U.S. |
| ***A-6. DV: Absenteeism*** | | | | | | | | | | | | |
| Behson (2005)i | .03 | 2,248 | |  |  | Dependent care benefits | 8Childcare | Absenteeism | National Study of Changing Workforce 1997 Study | 50 | 40 | U.S. |
| Deery et al. (1995)i | -.37 | 310 | |  |  | Accumulated sick pay | 6Paid sick leave | Absenteeism | Company records | 17 | 28 | Australia |
| Stavrou & Ierodiakonou (2016)i | .02 | 5,155 | |  |  | Long-term leave (availability) | 6Paid family leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave | Absences | Self-developed |  |  | 20 EU countries |
| Stavrou & Ierodiakonou (2016)i | -.04 | 5,155 | |  |  | Domestic support (availability) | 8Childcare | Absences | Self-developed |  |  | 20 EU countries |
| Thomas & Ganster (1995)i | -.04 | 398 | |  |  | Child care information and referral (I & R) services | 8Childcare | Absenteeism | Self-developed | 99 | 35 | U.S. |
| Thomas & Ganster (1995)i | -.06 | 398 | |  |  | Dependent care | 8Childcare | Absenteeism | Self-developed | 99 | 35 | U.S. |
| ***A-7. DV: Work-Family Conflict*** | | | | | | | | | | | | |
| Allen (2001)i | -.08 | 520 | |  | .89 | All benefits offered | 10General benefit | Work-family conflict | Kopelman, Greenhaus, & Connolly (1983) | 74 | 40 |  |
| Allen (2001)i | -.07 | 520 | |  | .89 | Depend care offered | 6, 8Paid family leave; Childcare | Work-family conflict | Kopelman et al. (1983) | 74 | 40 |  |
| Aycan & Eskin (2005; Sample 1 men)i | -.02 | 197 | |  | .90 | Organizational WFC practices | 8Childcare | Work-to-family conflict | Netemeyer, Boles, & McMurrian (1996) | 0 | 35 | Turkey |
| Aycan & Eskin (2005; Sample 1 men)i | -.05 | 197 | |  | .89 | Organizational WFC practices | 8Childcare | Family-to-work conflict | Netemeyer et al. (1996) | 0 | 35 | Turkey |
| Aycan & Eskin (2005; Sample 2 women)i | -.16 | 237 | |  | .90 | Organizational WFC practices | 8Childcare | Work-to-family conflict | Netemeyer et al. (1996) | 100 | 32 | Turkey |
| Aycan & Eskin (2005; Sample 2 women)i | -.04 | 237 | |  | .89 | Organizational WFC practices | 8Childcare | Family-to-work conflict | Netemeyer et al. (1996) | 100 | 32 | Turkey |
| Batt & Valcour (2003)i | .07 | 557 | |  | .54 | Career development benefits | 10Training program | Work-family conflict | John D. and Catherine T. MacArthur Foundation Network on Successful Midlife Development (MIDMAC) | 53 | 44 | U.S. |
| Batt & Valcour (2003)i | .04 | 557 | |  | .54 | Dependent care (work-family policy) | 8Dependent care | Work-family conflict | John D. and Catherine T. MacArthur Foundation Network on Successful Midlife Development (MIDMAC) | 53 | 44 | U.S. |
| Breaugh & Frye (2007)i | -.28 | 187 | | .90 | .81 | Family-friendly benefits provided | 10General benefit | Family-to-work conflict | Netemeyer et al. (1996) |  |  | U.S. |
| Butler et al (2004)i | .02 | 188 | |  | .74 | Family-friendly benefit availability | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare; Employee assistance programs | Work-to-family conflict | Kopelman et al. (1983) | 62 | 41 | U.S. |
| Butler et al (2004)i | .13 | 188 | |  | .65 | Family-friendly benefit availability | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare; Employee assistance programs | Family-to-work conflict | Kopelman et al. (1983) | 62 | 41 | U.S. |
| Dolcos (2007; Sample 1)iii | -.01 | 1,943 | | .75 | .87 | Dependent care benefits | 8Childcare; Dependent care | Work-family conflict | 2002 National Study of the Changing Workforce | 51 | 41 |  |
| Dolcos (2007; Sample 2)iii | -.07 | 717 | | .75 | .87 | Dependent care benefits | 8Childcare; Dependent care | Work-family conflict | 2002 National Study of the Changing Workforce | 63 | 43 |  |
| Fiksenbaum (2014)i | -.19 | 112 | |  | .90 | Work-family benefits availability | 6, 8Paid family leave; Paid sick leave; Childcare; Employee assistance programs; Dependent care | Work-to-family conflict | Carlson, Kacmar, & Williams (2000) | 64 | 39 |  |
| Fiksenbaum (2014)i | -.16 | 112 | |  | .88 | Work-family benefits availability | 6, 8Paid family leave; Paid sick leave; Childcare; Employee assistance programs; Dependent care | Family-to-work conflict | Carlson et al. (2000) | 64 | 39 |  |
| Gibson (2006)iii | -.13 | 247 | |  | .82 | Benefits availability | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Family-to-work conflict | Gryzwacz & Marks  (2000) | 23 | 30 | U.S. |
| Gibson (2006)iii | -.12 | 247 | |  | .86 | Benefits availability | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Work-to-family conflict | Gryzwacz & Marks  (2000) | 23 | 30 | U.S. |
| Henle & Nelson (2012)iv | -.21 | 255 | |  |  | Family-friendly benefits availability | 6, 8Childcare; Dependent care; Paid family leave; Personal leave | Work interfering with family | Netemeyer et al. (1996) | 74 |  |  |
| Jang et al (2016)i | -.02 | 1,173 | | .93 | .82 | Available leave | 6Paid family leave; Unpaid family leave; Paid sick leave; Personal leave | Work-family conflict | Bond, Galinsky, & Swanberg (1998) | 100 | 39 | Korea |
| Judge & Colquitt (2004)i | -.15 | 174 | |  | .82 | Number of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Work-to-family conflict (Time 1) | Gutek, Searle, & Klepa (1991) | 42 | 43 | U.S. |
| Judge & Colquitt (2004)i | -.03 | 174 | |  | .83 | Number of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Work-to-family conflict (Time 2) | Gutek et al. (1991) | 42 | 43 | U.S. |
| King & Botsford (2009)iv | .0 | 389 | |  | .77 | Elder care | 8Childcare; Dependent care | Work-family conflict |  | 65 |  | U.S. |
| Lamane-Harim et al (2023)i | -.16 | 290 | | .81 | .72 | Availability of work-life balance practices (leave benefits) | 6Paid family leave; Unpaid family leave | Work-family conflict | Martins et al (2002) | 22 | 38 | Spain |
| Lu et al (2008)i | -.17 | 1,122 | |  |  | Allowance for personal leave | 6Personal leave | Work-to-family conflict (controlling family-to-work conflict) | Self-developed | 43 | 40 | Taiwan |
| Lu et al (2008)i | .08 | 1,122 | |  |  | Allowance for personal leave | 6Personal leave | Family-to-work conflict (controlling work-to-family conflict | Self-developed | 43 | 40 | Taiwan |
| Mennino et al (2005)i | .01 | 2,334 | | .70 | .79 | Dependent care benefits | 8Childcare; Dependent care | Home-to-job spillover (negative) | 1997 National Study of the Changing Workforce | 53 |  | U.S. |
| Mennino et al (2005)i | -.04 | 2,334 | | .70 | .86 | Dependent care benefits | 8Childcare; Dependent care | Job-to-home spillover (negative) | 1997 National Study of the Changing Workforce | 53 |  | U.S. |
| Odle-Dusseau et al (2010)iv | -.18 | 174 | |  | .79 | Sick or emergency care for child | 6Paid family leave; Unpaid family leave | Work-family conflict |  | 75 |  | U.S. |
| O’Driscoll et al (2003)i | -.08 | 355 | |  | .85 | Organizational benefits available (family-support) | 6, 8Paid family leave; Childcare; Dependent care | Work-family interference | Carlson et al. (2000) | 28 | 49 | New Zealand |
| O’Driscoll et al (2003)i | -.05 | 355 | |  | .81 | Organizational benefits available (family-support) | 6, 8Paid family leave; Childcare; Dependent care | Family-work interference | Carlson et al. (2000) | 28 | 49 | New Zealand |
| Premeaux et al (2007)i | .10 | 564 | |  | .98 | Family-friendly policies: support services | 8Employee assistance programs | Work-family conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .02 | 564 | |  | .95 | Family-friendly policies: support services | 8Employee assistance programs | Home/leisure family-work conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .13 | 564 | |  | .93 | Family-friendly policies: support services | 8Employee assistance programs | Family unit family-work conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .07 | 564 | |  | .93 | Family-friendly policies: support services | 8Employee assistance programs | Eldercare family-work conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | -.09 | 564 | |  | .98 | Family-friendly policies: dependent care | 1, 8Dependent care flexible spending account; Childcare | Work-family conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .00 | 564 | |  | .95 | Family-friendly policies: dependent care | 1, 8Dependent care flexible spending account; Childcare | Home/leisure family-work conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .01 | 564 | |  | .93 | Family-friendly policies: dependent care | 1, 8Dependent care flexible spending account; Childcare | Family unit family-work conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Premeaux et al (2007)i | .02 | 564 | |  | .93 | Family-friendly policies: dependent care | 1, 8Dependent care flexible spending account; Childcare | Eldercare family-work conflict | Carlson et al. (2000) | 70 | 43 | U.S. |
| Smith & Gardner (2007)i | -.26 | 153 | |  | .90 | Work life initiative availability | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Work-to-family conflict | Frone & Yardley (1996) | 31 |  | New Zealand |
| Smith & Gardner (2007)i | -.17 | 153 | |  | .89 | Work life initiative availability | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Family-to-work conflict | Frone & Yardley (1996) | 31 |  | New Zealand |
| Tay & Quazi (2007)iv | .03 | 200 | |  | .83 | Paid family leave | 6Paid family leave | Work-family conflict |  | 61 |  |  |
| Thomas & Ganster (1995)i | -.02 | 398 | |  | .88 | Child care information and referral (I & R) services | 8Childcare | Work-family conflict | Bohen & Viveros-Long (1981) | 99 | 35 | U.S. |
| Thomas & Ganster (1995)i | .04 | 398 | |  | .88 | Dependent care | 8Childcare | Work-family conflict | Bohen & Viveros-Long (1981) | 99 | 35 | U.S. |
| Thompson et al (1999)i | -.21 | 274 | | .84 | .86 | Work-family benefit availability | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Work-to-family conflict | Thompson & Blau (1993) | 42 | 40 | U.S. |
| Wang et al (2011)i | -.06 | 615 | |  |  | Perceived availability of child-care programmes | 8Childcare | Work-family conflict | Bohen & Viveros-Long (1981); Kopelman, Greenhaus, & Connolly (1983) | 42 | 33 | Several (China, India, Kenya, and Thailand) |
| Youngcourt & Huffman (2005)i | -.08 | 866 | |  | .74 | Family-friendly policies availability | 8Childcare; Employee assistance programs; Wellness programs | Work-family conflict | Work and Family Services for Law Enforcement Personnel |  | 38 | U.S. |
| ***A-8. DV: Stress*** | | | | | | | | | | | | |
| Behson (2005)i | -.05 | 2,248 | |  | .87 | Dependent care benefits | 8Childcare | Stress | National Study of Changing Workforce 1997 Study | 50 | 40 | U.S. |
| Goldberg (2020)iii | -.02 | 48 | |  | .93 | Paid sick leave access | 6Paid sick leave | Perceived stress | Cohen, Kamarck, & Mermelstein (1983) | 46 |  | U.S. |
| Goldberg (2020)iii | -.22 | 48 | |  | .93 | Unpaid sick leave access | 6Unpaid family leave | Perceived stress | Cohen et al (1983) | 46 |  | U.S. |
| Judge & Colquitt (2004)i | -.01 | 174 | |  | .87 | Number of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Stress (Time 1) | Cohen et al (1983) | 42 | 43 | U.S. |
| Judge & Colquitt (2004)i | -.05 | 174 | |  | .88 | Number of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Stress (Time 2) | Cohen et al (1983) | 42 | 43 | U.S. |
| Kwon et al (2021)i | 0 | 262 | |  | .85 | Number of work-family policies | Medical care benefits | Psychological well-being: perceived stress | Cohen et al (1983) | 98.5 | 37 | U.S. |
| O’Driscoll et al (2003)i | -.14 | 355 | |  | .83 | Organizational benefits available (family-support) | Paid family leave; Childcare; Dependent care | Psychological strain | Cohen et al (1983) | 28 | 49 | New Zealand |
| Thompson & Pottas (2005)i | -.14 | 2,810 | |  | .82 | Family benefits offered | 2, 8Medical care benefits; Childcare; Dependent care | Stress and well-being | 2002 National Study of the Changing Workforce | 51 |  | U.S. |
| Youngcourt & Huffman (2005)i | -.09 | 866 | |  |  | Family-friendly policies availability | 8Childcare; Employee assistance programs; Wellness programs | Work stress | Work and Family Services for Law Enforcement Personnel |  | 38 | U.S. |
| ***A-9. DV: Depression*** | | | | | | | | | | | | |
| Aycan & Eskin (2005; Sample 1 men)i | .07 | 197 | |  | .87 | Organizational WFC practices | 8Childcare | Depression | Beck, Rush, Shaw, & Emery (1979) | 0 | 35 | Turkey |
| Aycan & Eskin (2005; Sample 2 women)i | -.17 | 237 | |  | .87 | Organizational WFC practices | 8Childcare | Depression | Beck et al. (1979) | 100 | 32 | Turkey |
| Huang et al (2020)i | -.04 | 18300 | |  |  | Health insurance | 2Medical care benefits | Depression | The Center for Epidemiologic  Studies Depression Scale (CES-D) | 43 |  | China |
| Kwon et al (2021)i | .08 | 262 | |  | .75 | Health insurance | 2Medical care benefits | Depression | The Center for Epidemiologic  Studies Depression Scale (CES-D) | 98 | 37 | U.S. |
| Thomas & Ganster (1995)i | -.02 | 398 | |  | .85 | Child care information and referral (I & R) services | 8Childcare | Depression | Ware, Johnston, Davies-Avery, and Brook (1979) | 99 | 35 | U.S. |
| Thomas & Ganster (1995)i | -.02 | 398 | |  | .85 | Dependent care | 8Childcare | Depression | Ware et al. (1979) | 99 | 35 | U.S. |
| ***A-10. DV: Overall health*** | | | | | | | | | | | | |
| Bamberger & Bacharach (2014)i | .07c | 417 | |  |  | Number of retirement benefits | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Ill health | Self-developed | 59 | 57 | U.S. |
| Bamberger & Bacharach (2014)i | .07c | 417 | | .77 |  | Pro-senior policies | 1, 2, 4, 8, 9, 10Financial planning; Student loan repayment; Dental care; Vision care; Outpatient prescription drug coverage; Retiree health care benefits - age 65 and over; Retiree health care benefits - under age 65; Employee assistance programs; Retirement benefits - defined benefit; Retirement benefits - defined contribution | Ill health | Self-developed | 59 | 57 | U.S. |
| Bamberger & Bacharach (2014)i | .03 | 417 | |  |  | Health plan coverage of retirees | 4Retiree health care benefits - age 65 and over; Retiree health care benefits - under age 65 | Ill health | Self-developed | 59 | 57 | U.S. |
| Herrbach et al. (2009)i | .03 | 359 | | .81 | .84 | HRM training (availability) | 10Training program | Personal health status | Meyer, Allen, & Smith (1993) | 8 | 54 | France |
| Li et al (2023; Study 1)i | .02 | 3200 | |  |  | Training availability | 10Training program | Health | Self-developed | 46 | 62 | Netherlands |
| Li et al (2023; Study 2)i | .03 | 301 | |  |  | Training availability | 10Training program | Health | Self-developed | 46 | 62 | Netherlands |
| ***A-11. DV: Satisfaction With Life and/or Family*** | | | | | | | | | | | | |
| Aycan & Eskin (2005; Sample 1 men)i | -.04 | 197 | |  | .86 | Organizational WFC practices | 8Childcare | Life satisfaction | Diener, Emmons, Larsen, & Griffin (1985) | 0 | 35 | Turkey |
| Aycan & Eskin (2005; Sample 2 women)i | .06 | 237 | |  | .86 | Organizational WFC practices | 8Childcare | Life satisfaction | Diener et al. (1985) | 100 | 32 | Turkey |
| Breaugh & Frye (2007)i | .17 | 187 | | .90 | .87 | Family-friendly benefits provided | 10General benefit | Family satisfaction | Kopelman, Greenhaus, & Connolly (1983) |  |  | U.S. |
| Breaugh & Frye (2007)i | .13 | 64 | | .90 | .88 | Family-friendly benefits provided | 10General benefit | Family satisfaction (re-test) | Kopelman et al. (1983) |  |  | U.S. |
| Fiksenbaum (2014)i | .22 | 112 | |  | .91 | Work-family benefits availability | 6, 8Paid family leave; Paid sick leave; Childcare; Employee assistance programs; Dependent acre | Life satisfaction | Diener et al. (1985) | 64 | 39 |  |
| Thompson & Pottas (2005)i | .06 | 2,810 | |  | .73 | Family benefits offered | 2, 8Medical care benefits; Childcare; Dependent care | Family satisfaction | 2002 National Study of the Changing Workforce | 51 |  | U.S. |
| Thompson & Pottas (2005)i | .11 | 2,810 | |  |  | Family benefits offered | 2, 8Medical care benefits; Childcare; Dependent care | Life satisfaction | 2002 National Study of the Changing Workforce | 51 |  | U.S. |
| **B. Benefits Use** | | | | | | | | | | | | |
| ***B-1. DV: Affective Organizational Commitment*** | | | | | | | | | | | | |
| Allen (2001)i | .14 | 520 | |  | .88 | All benefit used | 10General benefit | Organizational commitment | Meyer & Allen (1984) | 74 | 40 |  |
| Allen (2001)i | .04 | 520 | |  | .88 | Depend care used | 6, 8Paid family leave; Childcare | Organizational commitment | Meyer & Allen (1984) | 74 | 40 |  |
| Benson (2006)i | .15 | 667 | |  | .87 | Number of days structured on-the-job training | 10Training program | Affective organizational commitment | Porter, Steers, Mowday, & Boulian (1974) |  |  |  |
| Benson (2006)i | .11 | 667 | |  | .87 | Number of days company classes | 10Training program | Affective organizational commitment | Porter et al. (1974) |  |  |  |
| Benson (2006)i | -.03 | 667 | |  | .87 | Number of days tuition-reimbursement | 1Student loan repayment | Affective organizational commitment | Porter et al. (1974) |  |  |  |
| Benson (2006)i | -.02 | 667 | |  | .87 | Earned a degree using tuition reimbursement | 1Student loan repayment | Affective organizational commitment | Porter et al. (1974) |  |  |  |
| Benson (2006)i | -.03 | 667 | |  | .87 | Took classes using tuition reimbursement but did not get degree | 1Student loan repayment | Affective organizational commitment | Porter et al. (1974) |  |  |  |
| Casper & Harris (2008)i | -.04 | 250 | |  | .84 | Use of dependent care benefits | 1, 6, 8Dependent care flexible spending account; Paid family leave; Unpaid family leave; Childcare | Affective organizational commitment | Meyer & Allen (1984) | 62 |  | U.S. |
| Choi et al (2018)i | .29 | 118 | | .91 | .93 | Use of family-supportive paid leave | 6Paid family leave | Affective organizational commitment | Meyer & Allen (1991) | 23 | 40 | Korea |
| Dikkers et al (2005)ii | -.03 | 269 | |  | .84 | Financial assistant for child care costs | 8Childcare | Affective organizational commitment | Meyer & Allen (1990) | 13 | 43 | Netherlands |
| Dikkers et al (2004)i | .03 | 638 | |  | .78 | Financial child-care support (use) | 8Childcare | Affective organizational commitment |  | 44 |  | Netherlands |
| Gibson (2006)iii | .06 | 247 | |  | .80 | Benefits used | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Affective commitment | Meyer & Allen (1997) | 23 | 30 | U.S. |
| Gillispie et al. (2013)iv | .01 | 1,962 | |  | .89 | Health benefit use | 2Medical care benefits | Affective commitment | Martin & Peterson (1987) | 62 | 49 | U.S. |
| Hannigan (2003)iii | .06 | 255 | |  | .86 | Benefits used | 1, 6, 8Student loan repayment; Paid family leave; Unpaid family leave; Childcare; Wellness programs | Organizational commitment | Allen & Meyer (1990) | 63 |  | U.S. |
| Muse et al (2008; Sample 1)i | .19 | 457 | |  | .89 | Use of work-life benefits | 2, 5, 6, 8Childcare; Employee assistance programs; Wellness programs; Paid family leave; Unpaid family leave; Long-term disability insurance; Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | Affective commitment | Meyer & Allen (1991) | 83 |  | U.S. |
| Muse et al (2008; Sample 2)i | .11 | 263 | |  | .89 | Use of work-life benefits | 1, 2, 5, 6, 8Childcare; Employee assistance programs; Wellness program; Long-term disability insurance; Short-term disability insurance; Medical care benefits; Student loan repayment; Paid sick leave; Paid vacation; Personal leave | Affective commitment | Meyer & Allen (1991) | 16 |  | U.S. |
| Ollier-Malaterre (2009)iv | .22 | 73 | |  | .84 | Elder care use | 8Child care; Dependent care | Affective organizational commitment |  | 53 |  |  |
| Sinclair et al. (2005)i | .05 | 974 | | .44 | .82 | Traditional benefit use | 10General benefit | Affective commitment | Meyer & Allen (1984) | 33 |  | U.S. |
| Sinclair et al. (2005)i | .07 | 974 | | .43 | .82 | Alternative benefit use | 10General benefit | Affective commitment | Meyer & Allen (1984) | 33 |  | U.S. |
| Sinclair et al. (2005)i | .10 | 974 | | .68 | .82 | Health benefit use | 2Dental care; Vision care; Medical care benefits | Affective commitment | Meyer & Allen (1984) | 33 |  | U.S. |
| Smith & Gardner (2007)i | .14 | 153 | |  | .83 | Work life initiative use | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Affective commitment | Allen & Meyer (1990) | 31 |  | New Zealand |
| Thompson et al (1999)i | .17 | 274 | | .54 | .89 | Work-family benefit utilization | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Affective commitment | Allen & Meyer (1990) | 42 | 40 | U.S. |
| Wayne et al (2006)i | -.05 | 167 | |  | .83 | Family-supportive benefit usage | 1, 8Dependent care flexible spending account; Childcare; Dependent care | Affective commitment | Meyer & Allen (1997) | 62 | 40 | U.S. |
| Zagorski (2004)iii | .18 | 293 | |  | .89 | Total benefits used (usage) | 10General benefit | Organizational commitment | Eisenberger, Fasolo, & Davis-LaMastro (1990) | 67 |  | U.S. |
| Zagorski (2004)iii | .04 | 293 | |  | .89 | Resource benefits used (usage) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Organizational commitment | Eisenberger et al. (1990) | 67 |  | U.S. |
| Zagorski (2004)iii | .09 | 293 | |  | .89 | Family benefits used (usage) | 6, 8Paid family leave; Childcare | Organizational commitment | Eisenberger et al. (1990) | 67 |  | U.S. |
| ***B-2. DV: Perceived Organizational Support (POS)*** | | | | | | | | | | | | |
| Gibson (2006)iii | .14 | 247 | |  | .85 | Benefits used | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | POS | Eisenberger et al. (2001) | 23 | 30 | U.S. |
| Hannigan (2003)iii | -.01 | 255 | |  | .86 | Benefits used | 1, 6, 8Student loan repayment; Paid family leave; Unpaid family leave; Childcare; Wellness programs | POS | Eisenberger, Huntington, Hutchinson, & Sowa (1986) | 63 |  | U.S. |
| Kane (2003)iii | .14 | 92 | |  | .96 | Utilization of supports | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare; Employee assistance programs | POS | Eisenberger et al. (1986) | 91 |  | U.S. |
| Lambert (2000)i | .15 | 325 | |  | .87 | Benefit use | 1, 8Financial planning; Student loan repayment; Childcare; Wellness programs | POS | Eisenberger et al. (1986) | 42 |  | U.S. |
| Muse et al (2008; Sample 1)i | .04 | 457 | |  | .93 | Use of work-life benefits | 2, 5, 6, 8Childcare; Employee assistance programs; Wellness programs; Paid family leave; Unpaid family leave; Long-term disability insurance; Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | POS | Eisenberger et al. (1986) | 83 |  | U.S. |
| Muse et al (2008; Sample 2)i | .04 | 263 | |  | .93 | Use of work-life benefits | 1, 2, 5, 6, 8Childcare; Employee assistance programs; Wellness program; Long-term disability insurance; Short-term disability insurance; Medical care benefits; Student loan repayment; Paid sick leave; Paid vacation; Personal leave | POS | Eisenberger et al. (1986) | 16 |  | U.S. |
| Ott-Holland et al. (2019)i | .04 | 6,131 | |  |  | Wellness program participation (T2) | 8Wellness program | POS for wellness (T1) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | .08 | 6,131 | |  |  | Wellness program participation (T2) | 8Wellness program | POS for wellness (T3) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | .01 | 6,131 | |  |  | Wellness program participation (T3) | 8Wellness program | POS for wellness (T1) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | .10 | 6,131 | |  |  | Wellness program participation (T3) | 8Wellness program | POS for wellness (T3) | Self-developed | 64 | 43 | U.S. |
| Pattie et al. (2006)i | .13 | 322 | |  | .89 | Receiving tuition reimbursement | 1Student loan repayment | POS | Eisenberger et al. (1986) | 52 |  | U.S. |
| Zagorski (2004)iii | .17 | 293 | |  | .85 | Total benefits used (usage) | 10General benefit | POS | Lambert (2000) | 67 |  | U.S. |
| Zagorski (2004)iii | -.04 | 293 | |  | .85 | Resource benefits used (usage) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | POS | Lambert (2000) | 67 |  | U.S. |
| Zagorski (2004)iii | .00 | 293 | |  | .85 | Family benefits used (usage) | 6, 8Paid family leave; Childcare | POS | Lambert (2000) | 67 |  | U.S. |
| ***B-3. DV: Job Satisfaction*** | | | | | | | | | | | | |
| Allen (2001)i | .14 | 520 | |  | .88 | All benefit used | 10General benefit | Job satisfaction | Cammann, Fichman, Jenkins, & Klesh (1979) | 74 | 40 |  |
| Allen (2001)i | .04 | 520 | |  | .88 | Depend care used | 6, 8Paid family leave; Childcare | Job satisfaction | Cammann et al. (1979) | 74 | 40 |  |
| Breaugh & Frye (2007)i | .28 | 187 | |  | .90 | Family-friendly benefits used | 6Paid family leave; Unpaid family leave | Job satisfaction | Judge, Locke, Durham, & Kluger (1998) |  |  | U.S. |
| Breaugh & Frye (2007)i | .32 | 64 | |  | .88 | Family-friendly benefits used | 6Paid family leave; Unpaid family leave | Job satisfaction (re-test) | Judge et al. (1998) |  |  | U.S. |
| Bresin (1995)iii | .14 | 721 | |  | .87 | Leave and schedule benefits | 6Paid sick leave; Paid vacations; Personal leave; Unpaid family leave | Job satisfaction | The 1992 Survey of Federal Employees (SOFE) | 38 |  | U.S. |
| Bresin (1995)iii | .10 | 721 | |  | .87 | Educational seminars | 10Training program | Job satisfaction | The 1992 Survey of Federal Employees (SOFE) | 38 |  | U.S. |
| Garcia (1987)i | -.07 | 403 | |  |  | Total sick-time hours used (sick leave benefits) | 6Paid sick leave | Job satisfaction | Smith, Kendall & Hulin (1969) |  |  | U.S. |
| Hammer et al (2005; Sample 1)i | .00 | 215 | |  | .70 | Dependent care supports (Wife; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Job satisfaction (Wife; Time 1) | Hackman & Oldham (1975) | 100 |  |  |
| Hammer et al (2005; Sample 1)i | .02 | 215 | |  | .70 | Dependent care supports (Wife; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Job satisfaction (Wife; Time 2) | Hackman & Oldham (1975) | 100 |  |  |
| Hammer et al (2005; Sample 2)i | .09 | 203 | |  | .72 | Dependent care supports (Husband; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Job satisfaction (Husband; Time 1) | Hackman & Oldham (1975) | 0 |  |  |
| Hammer et al (2005; Sample 2)i | .17 | 203 | |  | .72 | Dependent care supports (Husband; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Job satisfaction (Husband; Time 2) | Hackman & Oldham (1975) | 0 |  |  |
| Judge & Colquitt (2004)i | -.06 | 174 | |  | .93 | Use of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Job satisfaction (Time 2) | Brayfield & Rothe (1951) | 42 | 43 | U.S. |
| King & Botsford (2009)iv | .01 | 389 | |  | .81 | Elder care | 8Childcare; Dependent care | Job satisfaction |  | 65 |  | U.S. |
| Koster et al (2011)i | -.01 | 2,833 | |  | .73 | Number of general skill training last year (use) | 10Training program | Job satisfaction | Hackman & Oldham (1975) |  | 38 | Dutch |
| Li et al. (2018)i | .15 | 113 | |  | .90 | Family support policy use | 10General benefit | Job satisfaction | Cammann, Fichman, Jenkins, & Klesh (1983) | 50 | 34 | U.S. |
| Ott-Holland et al. (2019)i | .06 | 6,131 | |  | .92 | Wellness program participation (T2) | 8Wellness program | Job satisfaction (T1) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | .03 | 6,131 | |  | .92 | Wellness program participation (T2) | 8Wellness program | Job satisfaction (T3) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | .03 | 6,131 | |  | .92 | Wellness program participation (T3) | 8Wellness program | Job satisfaction (T1) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | .01 | 6,131 | |  | .92 | Wellness program participation (T3) | 8Wellness program | Job satisfaction (T3) | Self-developed | 64 | 43 | U.S. |
| Rothausen et al (1998)i | .04 | 271 | |  | .90 | Current use of the on-site child care center | 8Childcare | Overall global job satisfaction | Hackman & Oldham (1976) | 69 | 35 |  |
| Rothausen et al (1998)i | .15 | 271 | |  | .90 | Past use of the on-site child care center | 8Childcare | Overall global job satisfaction | Hackman & Oldham (1976) | 69 | 35 |  |
| Schandl (1991)iii | .19 | 127 | |  | .76 | On-site child care use | 8Childcare | Job satisfaction |  | 85 |  | U.S. |
| Tang (2005)iii | .12 | 247 | |  | .93 | Leave benefits (usability) | 6Paid vacation; Paid sick leave; Paid family leave; Personal leave; Unpaid family leave | Job satisfaction | Price (2001); Mueller & McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | .08 | 247 | |  | .93 | Leave for sick family members (usability) | 6Paid family leave; Unpaid family leave | Job satisfaction | Price (2001); Mueller & McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | .16 | 247 | |  | .93 | Dependent-care services (usability) | 8Childcare; Dependent care | Job satisfaction | Price (2001); Mueller & McCloskey (1990) | 93 | 45 | U.S. |
| Yoon & Khan (2020)i | .004 | 3377 | |  |  | Training | 10Training program | Job satisfaction | Self-developed |  |  | U.S. |
| Zagorski (2004)iii | .17 | 293 | |  | .87 | Total benefits used (usage) | 10General benefit | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .03 | 293 | |  | .87 | Resource benefits used (usage) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .05 | 293 | |  | .87 | Family benefits used (usage) | 6, 8Paid family leave; Childcare | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| ***B-4. DV: Turnover Intentions*** | | | | | | | | | | | | |
| Allen (2001)i | -.09 | 520 | |  | .91 | All benefit used | 10General benefit | Turnover intention | Self-developed | 74 | 40 |  |
| Allen (2001)i | -.05 | 520 | |  | .91 | Depend care used | 6, 8Paid family leave; Childcare | Turnover intention | Self-developed | 74 | 40 |  |
| Aufenanger (2008)iii | -.06 | 3,813 | |  |  | Dependent care flexible spending account use | 1Dependent care flexible spending account | Turnover intention within agency | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | -.07 | 3,813 | |  |  | Dependent care flexible spending account use | 1Dependent care flexible spending account | Turnover intention within government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | -.08 | 3,813 | |  |  | Dependent care flexible spending account use | 1Dependent care flexible spending account | Turnover intention outside government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .34 | 3,813 | |  |  | Annual leave use | 6Personal leave | Turnover intention within agency | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .29 | 3,813 | |  |  | Sick leave use | 6Paid sick leave | Turnover intention within agency | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .16 | 3,813 | |  |  | Leave without pay use | 6Unpaid family leave | Turnover intention within agency | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .43 | 3,813 | |  |  | Annual leave use | 6Personal leave | Turnover intention within government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .40 | 3,813 | |  |  | Sick leave use | 6Paid sick leave | Turnover intention within government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .22 | 3,813 | |  |  | Leave without pay use | 6Unpaid family leave | Turnover intention within government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .10 | 3,813 | |  |  | Annual leave use | 6Personal leave | Turnover intention outside government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .05 | 3,813 | |  |  | Sick leave use | 6Paid sick leave | Turnover intention outside government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .06 | 3,813 | |  |  | Leave without pay use | 6Unpaid family leave | Turnover intention outside government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .03 | 3,813 | |  |  | Child care center use | 8Childcare | Turnover intention within agency | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .07 | 3,813 | |  |  | Child care subsidy use | 8Childcare | Turnover intention within agency | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .08 | 3,813 | |  |  | Child care center use | 8Childcare | Turnover intention within government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .04 | 3,813 | |  |  | Child care subsidy use | 8Childcare | Turnover intention within government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .01 | 3,813 | |  |  | Child care center use | 8Childcare | Turnover intention outside government | Self-developed | 54 |  | U.S. |
| Aufenanger (2008)iii | .07 | 3,813 | |  |  | Child care subsidy use | 8Childcare | Turnover intention outside government | Self-developed | 54 |  | U.S. |
| Benson (2006)i | -.12 | 667 | |  |  | Number of days structured on-the-job training | 10Training program | Turnover intention | Self-developed |  |  |  |
| Benson (2006)i | -.07 | 667 | |  |  | Number of days company classes | 10Training program | Turnover intention | Self-developed |  |  |  |
| Benson (2006)i | .12 | 667 | |  |  | Number of days tuition-reimbursement | 1Student loan repayment | Turnover intention | Self-developed |  |  |  |
| Benson (2006)i | .06 | 667 | |  |  | Earned a degree using tuition reimbursement | 1Student loan repayment | Turnover intention | Self-developed |  |  |  |
| Benson (2006)i | .06 | 667 | |  |  | Took classes using tuition reimbursement but did not get degree | 1Student loan repayment | Turnover intention | Self-developed |  |  |  |
| Casper & Harris (2008)i | -.05 | 249 | |  | .85 | Use of dependent care benefits | 1, 6, 8Dependent care flexible spending account; Paid family leave; Unpaid family leave; Childcare | Turnover intention | Self-developed | 62 |  | U.S. |
| Durkin (2023)iii | .17 | 158 | |  | .67 | Wellness program | 8Wellness program | Turnover intention | Roodt (2004) |  |  | U.S. |
| Hannigan (2003)iii | .01 | 255 | |  | .74 | Benefits used | 1, 6, 8Student loan repayment; Paid family leave; Unpaid family leave; Childcare; Wellness programs | Turnover intention | Self-developed | 63 |  | U.S. |
| Kane (2003)iii | -.03 | 92 | |  | .85 | Family emergency time off use | 6Paid family leave; Unpaid family leave; | Turnover intention | Lyons (1971) | 91 |  | U.S. |
| Kane (2003)iii | -.02 | 92 | |  | .85 | Unpaid leave | 6Unpaid family leave | Turnover intention | Lyons (1971) | 91 |  | U.S. |
| Kane (2003)iii | .01 | 92 | |  | .85 | paid personal leave | 6Personal leave | Turnover intention | Lyons (1971) | 91 |  | U.S. |
| Kane (2003)iii | -.01 | 92 | |  | .85 | EAP | 8Employee assistance programs | Turnover intention | Lyons (1971) | 91 |  | U.S. |
| King & Botsford (2009)iv | -.03 | 391 | |  | .72 | Elder care (use) | 8Childcare; Dependent care | Intent to stay |  | 65 |  | U.S. |
| Koster et al (2011)i | .02 | 2,833 | |  |  | Number of general skill training last year (use) | 10Training program | Intention to quit | Self-developed |  | 38 | Dutch |
| Ott-Holland et al. (2019)i | -.09c | 6,131 | |  |  | Wellness program participation (T2) | 8Wellness program | Intention to stay (T1) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | -.04c | 6,131 | |  |  | Wellness program participation (T2) | 8Wellness program | Intention to stay (T3) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | -.06c | 6,131 | |  |  | Wellness program participation (T3) | 8Wellness program | Intention to stay (T1) | Self-developed | 64 | 43 | U.S. |
| Ott-Holland et al. (2019)i | -.03c | 6,131 | |  |  | Wellness program participation (T3) | 8Wellness program | Intention to stay (T3) | Self-developed | 64 | 43 | U.S. |
| Pattie et al. (2006)i | -.26 | 322 | |  |  | Receiving tuition reimbursement | 1Student loan repayment | Turnover intention | Self-developed | 52 |  | U.S. |
| Rothausen et al (1998)i | -.03 | 271 | |  | .88 | Current use of the on-site child care center | 8Childcare | Intention to quit | Carnmann, Fichman, Jenkins, & Klesh (1979) | 69 | 35 |  |
| Rothausen et al (1998)i | .00 | 271 | |  | .88 | Past use of the on-site child care center | 8Childcare | Intention to quit | Carnmann et al., (1979) | 69 | 35 |  |
| Russell et al. (2010)i | -.34d | 72 | |  |  | Health insurance (yes/no) | 2Medical care benefits | Intent to quit | Early Childhood Work Environment Survey |  | 35 | U.S. |
| Russell et al. (2010)i | -.17cd | 72 | |  |  | health insurance (yes/no) | 2Medical care benefits | Intent to stay | Early Childhood Work Environment Survey |  | 35 | U.S. |
| Smith & Gardner (2007)i | -.08 | 153 | |  | .94 | Work life initiative use | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Intent to leave | O’Driscoll & Beehr (1994) | 31 |  | New Zealand |
| Tang (2005)iii | -.18c | 247 | |  | .89 | Leave benefits (usability) | 6Paid vacation; Paid sick leave; Paid family leave; Personal leave; Unpaid family leave | Intent to stay | McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | -.10c | 247 | |  | .89 | Leave for sick family members (usability) | 6Paid family leave; Unpaid family leave | Intent to stay | McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | -.15c | 247 | |  | .89 | Dependent-care services (usability) | 8Childcare; Dependent care | Intent to stay | McCloskey (1990) | 93 | 45 | U.S. |
| Thompson et al (1999)i | -.20 | 274 | | .54 | .78 | Work-family benefit utilization | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Intention to leave | Rosin & Korabik (1991) | 42 | 40 | U.S. |
| Wayne et al (2006)i | -.05 | 167 | |  | .72 | Family-supportive benefit usage | 1, 8Dependent care flexible spending account; Childcare; Dependent care | Turnover intention | Colarelli (1984) | 62 | 40 | U.S. |
| Zagorski (2004)iii | -.04 | 293 | |  | .87 | Total benefits used (usage) | 10General benefit | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .04 | 293 | |  | .87 | Resource benefits used (usage) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Zagorski (2004)iii | .05 | 293 | |  | .87 | Family benefits used (usage) | 6, 8Paid family leave; Childcare | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| ***B-5. DV: Turnover*** | | | | | | | | | | | | |
| Benson et al. (2004)i | -.04 | 9,439 | |  |  | Took classes (tuition reimbursement) | 1Student loan repayment | Turnover | Company records |  |  | U.S. |
| Benson et al. (2004)i | -.03 | 9,439 | |  |  | obtained an associate/bachelor's degree with tuition reimbursement | 1Student loan repayment | Turnover | Company records |  |  | U.S. |
| Benson et al. (2004)i | .06 | 9,439 | |  |  | obtained a graduate degree with tuition reimbursement | 1Student loan repayment | Turnover | Company records |  |  | U.S. |
| Jenkins & Sherman (2020)i | -.07 | 34405 | |  |  | Wellness program | 8Wellness programs | Turnover | Company records | 63 |  | U.S. |
| Lyness & Judiesch (2001)i | .02 | 26,359 | |  |  | Family leave use | 6Paid family leave; Unpaid family leave | Voluntary turnover | Self-developed | 42 | 36 | U.S. |
| Lyness & Judiesch (2001)i | -.05 | 26,359 | |  |  | Sick leave use | 6Paid sick leave | Voluntary turnover | Self-developed | 42 | 36 | U.S. |
| Millns (2022)iii | -.33 | 458 | |  |  | Employer-sponsored tuition benefits utilization | 1Student loan repayment | Retention | Company records | 53 |  | U.S. |
| Rothausen et al (1998)i | .06 | 271 | |  |  | Current use of the on-site child care center | 8Childcare | Turnover | Company records | 69 | 35 |  |
| Rothausen et al (1998)i | .08 | 271 | |  |  | Past use of the on-site child care center | 8Childcare | Turnover | Company records | 69 | 35 |  |
| Rothausen et al (1998)i | -.47c | 271 | |  | .78 | Current use of the on-site child care center | 8Childcare | Perceived recruiting/retention effect | Kossek & Nichol(1992) | 69 | 35 |  |
| Rothausen et al (1998)i | -.03c | 271 | |  | .78 | Past use of the on-site child care center | 8Childcare | Perceived recruiting/retention effect | Kossek & Nichol(1992) | 69 | 35 |  |
| ***B-6. DV: Work-Family Conflict*** | | | | | | | | | | | | |
| Allen (2001)i | -.09 | 520 | |  | .89 | All benefit used | 10General benefit | Work-family conflict | Kopelman, Greenhaus, & Connolly (1983) | 74 | 40 |  |
| Allen (2001)i | .01 | 520 | |  | .89 | Depend care used | 6, 8Paid family leave; Childcare | Work-family conflict | Kopelman et al. (1983) | 74 | 40 |  |
| Breaugh & Frye (2007)i | -.07 | 187 | |  | .81 | Family-friendly benefits used | 6Paid family leave; Unpaid family leave | Family-to-work conflict | Netemeyer, Boles, & McMurrian (1996) |  |  | U.S. |
| Breaugh & Frye (2008)i | -.21 | 96 | |  | .93 | Family leave (use) | 6Paid family leave; Unpaid family leave | Work-family conflict (self-report) | Netemeyer et al. (1996) |  |  | U.S. |
| Breaugh & Frye (2008)i | -.11 | 53 | |  | .93 | Family leave (use) | 6Paid family leave; Unpaid family leave | Work-family conflict (significant other) | Netemeyer et al. (1996) |  |  | U.S. |
| Butler et al (2004)i | -.13 | 188 | | .82 | .74 | Use of Family-friendly benefits | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare; Employee assistance programs | Work-to-family conflict | Kopelman et al. (1983) | 62 | 41 | U.S. |
| Butler et al (2004)i | -.03 | 188 | | .82 | .65 | Use of Family-friendly benefits | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare; Employee assistance programs | Family-to-work conflict | Kopelman et al. (1983) | 62 | 41 | U.S. |
| Dikkers et al\_(2004)i | -.05 | 638 | |  | .72 | Financial child-care support | 8Childcare | Work-home interference | Geurts et al. (2004); Van der Hulst & Geurts (2001) | 44 |  | Netherland |
| Dikkers et al (2007)i | -.08 | 1,179 | |  | .73 | Use of parental leave | 6Paid family leave; Unpaid family leave | Negative work-to-home interaction | Geurts, Taris, Kompier, Dikkers, Van Hooff,& Kinnunen (2005) | 31 | 40 | Netherland |
| Dikkers et al (2007)i | .07 | 1,179 | |  | .74 | Use of parental leave | 6Paid family leave; Unpaid family leave | Negative home-to-work interaction | Geurts et al. (2005) | 31 | 40 | Netherland |
| Dikkers et al (2007)i | -.12 | 1,179 | |  | .73 | Use of subsidized childcare | 8Childcare | Negative work-to-home interaction | Geurts et al. (2005) | 31 | 40 | Netherland |
| Dikkers et al (2007)i | .18 | 1,179 | |  | .74 | Use of subsidized childcare | 8Childcare | Negative home-to-work interaction | Geurts et al. (2005) | 31 | 40 | Netherland |
| Gibson (2006)iii | .02 | 247 | |  | .82 | Benefits used | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Family-to-work conflict | Gryzwacz & Marks  (2000) | 23 | 30 | U.S. |
| Gibson (2006)iii | -.12 | 247 | |  | .86 | Benefits used | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Work-to-family conflict | Gryzwacz & Marks  (2000) | 23 | 30 | U.S. |
| Goff et al (1990)i | .03 | 244 | |  | .88 | Use of on-site child care center | 8Childcare | Work-family conflict | Kopelman et al. (1983) | 36 |  | U.S. |
| Hammer et al (2005; Sample 1)i | .16 | 215 | |  | .91 | Dependent care supports (Wife; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Work-to-family conflict (Wife; Time 1) | Netemeyer et al. (1996) | 100 |  |  |
| Hammer et al (2005; Sample 1)i | .19 | 215 | |  | .87 | Dependent care supports (Wife; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Family-to-work conflict (Wife; Time 1) | Netemeyer et al. (1996) | 100 |  |  |
| Hammer et al (2005; Sample 1)i | .14 | 215 | |  | .91 | Dependent care supports (Wife; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Work-to-family conflict (Wife; Time 2) | Netemeyer et al. (1996) | 100 |  |  |
| Hammer et al (2005; Sample 1)i | .18 | 215 | |  | .87 | Dependent care supports (Wife; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Family-to-work conflict (Wife; Time 2) | Netemeyer et al. (1996) | 100 |  |  |
| Hammer et al (2005; Sample 2)i | -.16 | 203 | |  | .90 | Dependent care supports (Husband; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Work-to-family conflict (Husband; Time 1) | Netemeyer et al. (1996) | 0 |  |  |
| Hammer et al (2005; Sample 2)i | -.06 | 203 | |  | .89 | Dependent care supports (Husband; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Family-to-work conflict (Husband; Time 1) | Netemeyer et al. (1996) | 0 |  |  |
| Hammer et al (2005; Sample 2)i | -.14 | 203 | |  | .90 | Dependent care supports (Husband; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Work-to-family conflict (Husband; Time 2) | Netemeyer et al. (1996) | 0 |  |  |
| Hammer et al (2005; Sample 2)i | -.09 | 203 | |  | .89 | Dependent care supports (Husband; Time 1) | 2, 6, 8Medical care benefits; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care | Family-to-work conflict (Husband; Time 2) | Netemeyer et al. (1996) | 0 |  |  |
| Hwang (2019)iii | -.01 | 50 | |  | .83 | Wives' paid leave access | 6Paid family leave; Paid sick leave | Wives' work-family conflict | Carlson, Kacmar, & Williams (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.12 | 50 | |  | .85 | Wives' paid leave access | 6Paid family leave; Paid sick leave | Husbands' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.11 | 50 | |  | .83 | Wives' length of paid leave | 6Paid family leave; Paid sick leave | Wives' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.24 | 50 | |  | .85 | Wives' length of paid leave | 6Paid family leave; Paid sick leave | Husbands' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.16 | 50 | |  | .83 | Husbands' paid leave access | 6Paid family leave; Paid sick leave | Wives' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.03 | 50 | |  | .85 | Husbands' paid leave access | 6Paid family leave; Paid sick leave | Husbands' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.10 | 50 | |  | .83 | Husbands' length of paid leave | 6Paid family leave; Paid sick leave | Wives' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Hwang (2019)iii | -.15 | 50 | |  | .85 | Husbands' length of paid leave | 6Paid family leave; Paid sick leave | Husbands' work-family conflict | Carlson et al. (2000) | 50 | 31 | U.S. |
| Judge & Colquitt (2004)i | .01 | 174 | |  | .82 | Use of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Work-to-family conflict (Time 1) | Gutek, Searle, & Klepa (1991) | 42 | 43 | U.S. |
| Judge & Colquitt (2004)i | -.08 | 174 | |  | .83 | Use of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Work-to-family conflict (Time 2) | Gutek et al. (1991) | 42 | 43 | U.S. |
| Li et al. (2018)i | .12 | 113 | |  | .84 | Family support policy use | 10General benefit | Family-to-work conflict | Carlson et al. (2000) | 50 | 34 | U.S. |
| Li et al. (2018)i | .09 | 113 | |  | .87 | Family support policy use | 10General benefit | Work-to-family conflict | Carlson et al. (2000) | 50 | 34 | U.S. |
| Muse & Pichler (2011)i | -.06 | 209 | | .62 | .90 | Benefit use | 1, 2, 5, 6, 8Student loan repayment; Medical care benefits; Long-term disability insurance; Paid funeral leave; Paid sick leave; Paid vacations; Personal leave; Childcare; Employee assistance programs; Wellness programs | Work interfering with family | Kopelman et al. (1983) | 17 |  | U.S. |
| Muse & Pichler (2011)i | .04 | 209 | | .62 | .75 | Benefit use | 1, 2, 5, 6, 8Student loan repayment; Medical care benefits; Long-term disability insurance; Paid funeral leave; Paid sick leave; Paid vacations; Personal leave; Childcare; Employee assistance programs; Wellness programs | Family interfering with work | Netemeyer et al. (1996) | 17 |  | U.S. |
| O’Driscoll et al (2003)i | -.20 | 355 | |  | .85 | Organizational benefits used (family-support) | 6, 8Paid family leave; Childcare; Dependent care | Work-family interference | Carlson et al. (2000) | 28 | 49 | New Zealand |
| O’Driscoll et al (2003)i | -.07 | 355 | |  | .81 | Organizational benefits used (family-support) | 6, 8Paid family leave; Childcare; Dependent care | Family-work interference | Carlson, Kacmar Carlson et al. (2000) | 28 | 49 | New Zealand |
| Smith & Gardner (2007)i | -.25 | 153 | |  | .90 | Work life initiative use | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Work-to-family conflict | Frone & Yardley (1996) | 31 |  | New Zealand |
| Smith & Gardner (2007)i | -.16 | 153 | |  | .89 | Work life initiative use | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Family-to-work conflict | Frone & Yardley (1996) | 31 |  | New Zealand |
| Thompson et al (1999)i | -.12 | 274 | | .54 | .86 | Work-family benefit utilization | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Work-to-family conflict | Thompson & Blau (1993) | 42 | 40 | U.S. |
| Youngcourt & Huffman (2005)i | .03 | 866 | |  | .74 | Family-friendly policies used | 8Childcare; Employee assistance programs; Wellness programs | Work-family conflict | Work and Family Services for Law Enforcement Personnel |  | 38 | U.S. |
| ***B-7. DV: Work-Family Enrichment*** | | | | | | | | | | | | |
| Dikkers et al (2007)i | -.07 | 1,179 | |  | .80 | Use of parental leave | 6Paid family leave; Unpaid family leave | Positive work-to-home interaction | Geurts, Taris, Kompier, Dikkers, Van Hooff,& Kinnunen (2005) | 31 | 40 | Netherland |
| Dikkers et al (2007)i | .01 | 1,179 | |  | .84 | Use of parental leave | 6Paid family leave; Unpaid family leave | Positive home-to-work interaction | Geurts et al. (2005) | 31 | 40 | Netherland |
| Dikkers et al (2007)i | -.14 | 1,179 | |  | .80 | Use of subsidized childcare | 8Childcare | Positive work-to-home interaction | Geurts et al. (2005) | 31 | 40 | Netherland |
| Dikkers et al (2007)i | .04 | 1,179 | |  | .84 | Use of subsidized childcare | 8Childcare | Positive home-to-work interaction | Geurts et al. (2005) | 31 | 40 | Netherland |
| Li et al. (2018)i | .11 | 113 | |  | .89 | Family support policy use | 10General benefit | Work-to-family enrichment | Carlson, Kacmar, Wayne, & Grzywacz (2006) | 50 | 34 | U.S. |
| Li et al. (2018)i | .19 | 113 | |  | .88 | Family support policy use | 10General benefit | Family-to-work enrichment | Carlson et al. (2006) | 50 | 34 | U.S. |
| Wayne et al (2006)i | .14 | 167 | |  | .82 | Family-supportive benefit usage | 1, 8Dependent care flexible spending account; Childcare; Dependent care | Work-to-family enrichment | Grzywacz & Marks (2000); Wayne, Musisca, & Fleeson (2004); Stephens, Franks, & Atienza (1997) | 62 | 40 | U.S. |
| Wayne et al (2006)i | .15 | 167 | |  | .71 | Family-supportive benefit usage | 1, 8Dependent care flexible spending account; Childcare; Dependent care | Family-to-work enrichment | Grzywacz & Marks (2000); Wayne et al. (2004); Stephens et al. (1997) | 62 | 40 | U.S. |
| ***B-8. DV: Stress*** | | | | | | | | | | | | |
| Bresin (1995)iii | -.09 | 721 | |  | .78 | Leave and schedule benefits | 6Paid sick leave; Paid vacations; Personal leave; Unpaid family leave | Work and personal stress | The 1992 Survey of Federal Employees (SOFE) | 38 |  | U.S. |
| Bresin (1995)iii | .13 | 721 | |  | .78 | Employee resource program (counseling, referral) | 8Employee assistance programs | Work and personal stress | The 1992 Survey of Federal Employees (SOFE) | 38 |  | U.S. |
| Goldberg (2020)iii | .07 | 48 | |  | .93 | Any use of paid sick leave for family care | 6Paid sick leave | Perceived stress | Cohen, Kamarck, & Mermelstein (1983) | 46 |  | U.S. |
| Hoert et al. (2018)i | -.07 | 618 | | .86 | .88 | Participation in wellness activities | 8Wellness program | Job stress | Cohen et al. (1983) | 62 |  | U.S. |
| Judge & Colquitt (2004)i | .04 | 174 | |  | .87 | Use of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Stress (Time 1) | Cohen et al. (1983) | 42 | 43 | U.S. |
| Judge & Colquitt (2004)i | -.04 | 174 | |  | .88 | Use of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Stress (Time 2) | Cohen et al. (1983) | 42 | 43 | U.S. |
| O’Driscoll et al (2003)i | -.10 | 355 | |  | .83 | Organizational benefits used (family-support) | 6, 8Paid family leave; Childcare; Dependent care | Psychological strain | Caplan, Cobb, French, Harrison, & Pinneau (1980) | 28 | 49 | New Zealand |
| Winkler (1997)iii | -.02 | 130 | |  | .85 | Child care use | 8Childcare | Job distress | Kandel, Davies & Raveis (1985); Dougherty & Pritchard (1985) | 26 | 41 | U.S. |
| Youngcourt & Huffman (2005)i | .02 | 866 | |  |  | Family-friendly policies used | 8Childcare; Employee assistance programs; Wellness programs | Work stress | Work and Family Services for Law Enforcement Personnel |  | 38 | U.S. |
| **C. Subjective Evaluation** | | | | | | | | | | | | |
| ***C-1. DV: Affective Organizational Commitment*** | | | | | | | | | | | | |
| Blau et al (2001)i | .07 | 250 | | .80 | .76 | General benefit satisfaction (1995) | 10General benefit | Affective organizational commitment (1998) | Meyer, Allen, & Smith (1993) | 82 | 29 | U.S. |
| Blau et al (2001)i | .08 | 250 | | .90 | .76 | Basic benefit satisfaction (1997) | 10General benefit | Affective organizational commitment (1998) | Meyer et al. (1993) | 82 | 29 | U.S. |
| Blau et al (2001)i | .13 | 250 | | .82 | .76 | General benefit satisfaction (1998) | 10General benefit | Affective organizational commitment (1998) | Meyer et al. (1993) | 82 | 29 | U.S. |
| Blau et al (2001)i | .14 | 250 | | .81 | .76 | Career enrich benefit satisfaction (1994) | 10Training program | Affective organizational commitment (1998) | Meyer et al. (1993) | 82 | 29 | U.S. |
| Blau et al (2001)i | .27 | 250 | | .82 | .76 | Career enrich benefit satisfaction (1997) | 10Training program | Affective organizational commitment (1998) | Meyer et al. (1993) | 82 | 29 | U.S. |
| Blau et al (2001)i | -.02 | 250 | | .88 | .76 | Benefit satisfaction-Basic (1994) | 1, 2, 5, 6, 8, 9Flexible benefits; Dental care; Medical care benefits; Life insurance; Long-term disability insurance; Short-term disability insurance; Paid family leave; Paid sick leave; Paid vacations; Unpaid family leave; Wellness programs; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Affective organizational commitment (1998) | Meyer et al. (1993) | 82 | 29 | U.S. |
| Chase (2023)iii | .55 | 145 | |  |  | General benefits (subjective value) | 10General benefit | Affective organizational commitment | Meyer & Allen (1997) | 52 |  | U.S. |
| Christopher (2001)iii | .26 | 667 | | .72 | .87 | Benefit efficiency | 10General benefit | Affective organizational commitment | Allen & Meyer (1990) | 60 |  | U.S. |
| Christopher (2001)iii | .42 | 667 | | .88 | .87 | Benefits favorability | 10General benefit | Affective organizational commitment | Allen & Meyer (1990) | 60 |  | U.S. |
| de la Torre-Ruiz et al. (2019)i | .42 | 870 | | .93 | .93 | Benefit level satisfaction | 10General benefit | Organizational commitment | Meyer & Allen (1997) |  | 38 | Spain |
| de la Torre-Ruiz et al. (2019)i | .38 | 870 | | .90 | .93 | Benefit determination satisfaction | 10General benefit | Organizational commitment | Meyer & Allen (1997) |  | 38 | Spain |
| de la Torre-Ruiz et al. (2019)i | .43 | 870 | | .95 | .93 | Benefit administration satisfaction | 10General benefit | Organizational commitment | Meyer & Allen (1997) |  | 38 | Spain |
| Gillispie et al. (2013)iv | .28 | 1,962 | |  | .89 | Health benefit satisfaction | 2, 8Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Wellness program | Affective commitment | Martin & Peterson (1987) | 62 | 49 | U.S. |
| Haar & Spell (2004)i | .08 | 203 | |  | .81 | Unpaid leave value | 6Personal leave; Unpaid family leave | Affective organizational commitment | Meyer et al. (1993) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.06 | 203 | |  | .81 | Paid parental value | 6Paid family leave | Affective organizational commitment | Meyer et al. (1993) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.14 | 203 | |  | .81 | Time off in lieu (TOIL) value | 6Personal leave | Affective organizational commitment | Meyer et al. (1993) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.18 | 203 | |  | .81 | Childcare subsidy value | 8Childcare | Affective organizational commitment | Meyer et al. (1993) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.07 | 203 | |  | .81 | Reimbursement value | 8Childcare | Affective organizational commitment | Meyer et al. (1993) | 75 | 41 | New Zealand |
| Muse et al (2008; Sample 1)i | .22 | 457 | |  | .89 | Perceived value of work-life benefits | 2, 5, 6, 8Childcare; Employee assistance programs; Wellness programs; Paid family leave; Unpaid family leave; Long-term disability insurance; Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | Affective commitment | Meyer & Allen (1991) | 83 |  | U.S. |
| Muse et al (2008; Sample 2)i | .24 | 263 | |  | .89 | Perceived value of work-life benefits | 1, 2, 5, 6, 8Childcare; Employee assistance programs; Wellness program; Long-term disability insurance; Short-term disability insurance; Medical care benefits; Student loan repayment; Paid sick leave; Paid vacation; Personal leave | Affective commitment | Meyer & Allen (1991) | 16 |  | U.S. |
| Sinclair et al. (2005)i | .24 | 974 | | .95 | .82 | benefit communication quality (accurate information, timely information, easy to understand information) | 10General benefit | Affective commitment | Meyer & Allen (1984) | 33 |  | U.S. |
| Sinclair et al. (2005)i | .18 | 974 | | .79 | .82 | benefit system quality (accuracy, timeliness, ease of use) | 10General benefit | Affective commitment | Meyer & Allen (1984) | 33 |  | U.S. |
| Sinclair et al. (2005)i | .29 | 974 | | .75 | .82 | employee participation in decisions about benefits | 10General benefit | Affective commitment | Meyer & Allen (1984) | 33 |  | U.S. |
| Sweins & Kalmi (2008)i | .29 | 753 | | .74 | .72 | profit sharing satisfaction | 7Cash profit-sharing bonus | Affective organizational commitment | Allen & Meyer (1990) | 41 |  | Finland |
| Williams et al (2008)i | .25 | 357 | | .89 | .80 | Benefit level satisfaction | 10General benefit | Affective commitment | Meyer et al. (1993) | 38 | 33 | U.S. |
| Williams et al (2008)i | .23 | 357 | | .86 | .80 | Benefit determination satisfaction | 10General benefit | Affective commitment | Meyer et al. (1993) | 38 | 33 | U.S. |
| Williams et al (2008)i | .23 | 357 | | .89 | .80 | Benefit administration satisfaction | 10General benefit | Affective commitment | Meyer et al. (1993) | 38 | 33 | U.S. |
| Zagorski (2004)iii | .54 | 293 | |  | .89 | Work-life program satisfaction | 8general work-family benefits | Organizational commitment | Eisenberger, Fasolo, & Davis-LaMastro (1990) | 67 |  | U.S. |
| ***C-2. DV: Perceived Organizational Support (POS)*** | | | | | | | | | | | | |
| Christopher (2001)iii | .46 | 667 | | .88 | .95 | Benefits favorability | 10General benefit | POS | Eisenberger, Huntington, Hutchinson, & Sowa (1986) | 60 |  | U.S. |
| Christopher (2001)iii | .33 | 667 | | .72 | .95 | Benefit efficiency | 10General benefit | POS | Eisenberger et al. (1986) | 60 |  | U.S. |
| de la Torre-Ruiz et al. (2019)i | .51 | 870 | | .93 | .94 | Benefit level satisfaction | 10General benefit | POS | Eisenberger, Cummings, Armeli, & Lynch (1997); Lynch, Eisenberger, & Armeli (1999) |  | 38 | Spain |
| de la Torre-Ruiz et al. (2019)i | .45 | 870 | | .90 | .94 | Benefit determination satisfaction | 10General benefit | POS | Eisenberger, et al. (1997); Lynch et al. (1999) |  | 38 | Spain |
| de la Torre-Ruiz et al. (2019)i | .50 | 870 | | .95 | .94 | Benefit administration satisfaction | 10General benefit | POS | Eisenberger, et al. (1997); Lynch et al. (1999) |  | 38 | Spain |
| Fila et al. (2014)i | .27 | 340 | | .79 | .94 | Fringe benefits | 10General benefit | POS | Eisenberger et al. (1986) | 81 | 39 | U.S. |
| Haar & Spell (2004)i | -.11 | 203 | |  | .89 | Unpaid leave value | 6Personal leave; Unpaid family leave | POS | Eisenberger et al. (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.02 | 203 | |  | .89 | Paid parental value | 6Paid family leave | POS | Eisenberger et al. (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.06 | 203 | |  | .89 | Time off in lieu (TOIL) value | 6Personal leave | POS | Eisenberger et al. (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.07 | 203 | |  | .89 | Childcare subsidy value | 8Childcare | POS | Eisenberger et al. (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.06 | 203 | |  | .89 | Reimbursement value | 8Childcare | POS | Eisenberger et al. (1986) | 75 | 41 | New Zealand |
| Muse et al (2008; Sample 1)i | .22 | 457 | |  | .93 | Perceived value of work-life benefits | 2, 5, 6, 8Childcare; Employee assistance programs; Wellness programs; Paid family leave; Unpaid family leave; Long-term disability insurance; Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | POS | Eisenberger et al. (1986) | 83 |  | U.S. |
| Muse et al (2008; Sample 2)i | .31 | 263 | |  | .93 | Perceived value of work-life benefits | 1, 2, 5, 6, 8Childcare; Employee assistance programs; Wellness program; Long-term disability insurance; Short-term disability insurance; Medical care benefits; Student loan repayment; Paid sick leave; Paid vacation; Personal leave | POS | Eisenberger et al. (1986) | 16 |  | U.S. |
| Ross (2018)iii | .25 | 166 | |  | .93 | Satisfaction with family leave | 6Paid family leave; Unpaid family leave | POS | Eisenberger et al. (1986) | 100 | 30 | U.S. |
| Williams et al (2008)i | .35 | 357 | | .89 | .87 | Benefit level satisfaction | 10General benefit | POS | Lynch, Eisenberger, & Armeli (1999) | 38 | 33 | U.S. |
| Williams et al (2008)i | .42 | 357 | | .86 | .87 | Benefit determination satisfaction | 10General benefit | POS | Lynch et al. (1999) | 38 | 33 | U.S. |
| Williams et al (2008)i | .38 | 357 | | .89 | .87 | Benefit administration satisfaction | 10General benefit | POS | Lynch et al. (1999) | 38 | 33 | U.S. |
| Zagorski (2004)iii | .60 | 293 | |  | .85 | Work-life program satisfaction | 8general work-family benefits | POS | Lambert (2000) | 67 |  | U.S. |
| Muse & Wadsworth (2012)i | .14 | 457 | | .85 | .93 | Health benefits (perceived value) | 2,6Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | POS | Eisenberger et al. (1986) (8-item scale) | 83 |  | U.S. |
| Muse & Wadsworth (2012)i | .14 | 457 | | .75 | .93 | Financial benefits (perceived value) | 5,9Life insurance; Long-term disability insurance; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | POS | Eisenberger et al. (1986) (8-item scale) | 83 |  | U.S. |
| Muse & Wadsworth (2012)i | .22 | 457 | | .83 | .93 | Non-traditional benefits (perceived value) | 1,8Student loan repayment; Employee assistance programs | POS | Eisenberger et al. (1986) (8-item scale) | 83 |  | U.S. |
| ***C-3. DV: Job Satisfaction*** | | | | | | | | | | | | |
| Barber et al (1992)i | .19 | 95 | | .78 | .67 | (Pretest) Benefit satisfaction | 10General benefit | (Pretest) Overall job satisfaction | Index of Organizational Reactions (Dunham & Pierce, 1977; Dunham, Smith, & Blackburn, 1977; Smith, 1976) | 67 |  | U.S. |
| Barber et al (1992)i | .34 | 95 | | .73 | .72 | (Posttest) Benefit satisfaction | 10General benefit | (Posttest) Overall job satisfaction | Index of Organizational Reactions (Dunham & Pierce, 1977; Dunham et al. 1977; Smith, 1976) | 67 |  | U.S. |
| Bhave et al (2013)i | .27 | 1,860 | | .92 | .85 | Benefits (t1) (satisfaction) | 10General benefit | Job satisfaction (t1) | Job descriptive index based on the facets of work, coworkers, supervision, and opportunities for promotion (Judge, 1993; Judge & Hulin, 1993; Smith, Kendall, & Hulin, 1969) | 70 | 45 | U.S. |
| Bhave et al (2013)i | .23 | 1,860 | | .92 | .85 | Benefits (t1) (satisfaction) | 10General benefit | Job satisfaction (t2) | Job descriptive index based on the facets of work, coworkers, supervision, and opportunities for promotion (Judge, 1993; Judge & Hulin, 1993; Smith et al., 1969) | 70 | 45 | U.S. |
| Bhave et al (2013)i | .24 | 1,860 | | .92 | .85 | Benefits (t2) (satisfaction) | 10General benefit | Job satisfaction (t1) | Job descriptive index based on the facets of work, coworkers, supervision, and opportunities for promotion (Judge, 1993; Judge & Hulin, 1993; Smith et al., 1969) | 70 | 45 | U.S. |
| Bhave et al (2013)i | .23 | 1,860 | | .92 | .85 | Benefits (t2) (satisfaction) | 10General benefit | Job satisfaction (t2) | Job descriptive index based on the facets of work, coworkers, supervision, and opportunities for promotion (Judge, 1993; Judge & Hulin, 1993; Smith et al., 1969) | 70 | 45 | U.S. |
| Caillier (2013)i | .23 | 69,985 | |  |  | Satisfaction with child care | 8Childcare | Job satisfaction | Self-developed | 45 |  | U.S. |
| Caillier (2013)i | .25 | 69,985 | |  |  | Satisfaction with older adult care | 8Dependent care | Job satisfaction | Self-developed | 45 |  | U.S. |
| Caillier (2013)i | .31 | 69,985 | |  |  | Satisfaction with health and wellness (work-life benefits) | 8Wellness program | Job satisfaction | Self-developed | 45 |  | U.S. |
| Ellickson & Logsdon (2002)i | .39 | 1,227 | |  |  | Satisfaction with benefits | 10General benefit | Job satisfaction | Self-developed | 29 |  | U.S. |
| Fila et al. (2014)i | .18 | 340 | | .79 | .84 | Fringe benefits | 10General benefit | Job satisfaction | Price & Mueller (1981) | 81 | 39 | U.S. |
| Gamble et al. (2002)i | .61 | 321 | | .83 |  | attitude toward financial value of employee stock ownership plan | 7Other bonus | Job satisfaction | Self-developed |  | 49 | U.S. |
| Gamble et al. (2002)i | .55 | 321 | | .88 |  | perceived employer commitment to employee stock ownership | 7Other bonus | Job satisfaction | Self-developed |  | 49 | U.S. |
| Gamble et al. (2002)i | .58 | 321 | | .91 |  | ESOP satisfaction | 7Other bonus | Job satisfaction | Self-developed |  | 49 | U.S. |
| Haar & Spell (2004)i | -.09 | 203 | |  | .75 | Unpaid leave value | 6Personal leave; Unpaid family leave | Job satisfaction | Lounsbury & Hoopes (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | .01 | 203 | |  | .75 | Paid parental value | 6Paid family leave | Job satisfaction | Lounsbury & Hoopes (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.05 | 203 | |  | .75 | Time off in lieu (TOIL) value | 6Personal leave | Job satisfaction | Lounsbury & Hoopes (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | .01 | 203 | |  | .75 | Childcare subsidy value | 8Childcare | Job satisfaction | Lounsbury & Hoopes (1986) | 75 | 41 | New Zealand |
| Haar & Spell (2004)i | -.11 | 203 | |  | .75 | Reimbursement value | 8Childcare | Job satisfaction | Lounsbury & Hoopes (1986) | 75 | 41 | New Zealand |
| Hemmasi et al (1992)i | .41 | 518 | | .82 |  | Benefit satisfaction | 10General benefit | Workload satisfaction | Self-developed | 22 |  | U.S. |
| Hemmasi et al (1992)i | .50 | 518 | | .82 |  | Benefit satisfaction | 10General benefit | Job satisfaction | Self-developed | 22 |  | U.S. |
| Heneman et al (1988)i | .28 | 104 | | .94 | .91 | Benefit satisfaction | 10General benefit | Job satisfaction | Weiss, Dawis, England, & Lofquist (1967) | 73 | 37 | U.S. |
| Hsieh & Liu (2006)i | .03 | 607 | | .99 | .96 | General employee stock ownership (ESO) satisfaction | 7Other bonus | Job satisfaction | War, Cook, & Wall (1979) | 42 | 35 | Taiwan |
| Igalens & Roussel (1999)i | .49 | 566 | | .83 | .90 | Benefits satisfaction | 10General benefit | Job satisfaction | Minnesota Satisfaction Questionnaire | 36 | 34 | France |
| Johnson (2009)iii | -.11c | 206 | | .93 | .77 | Benefits cost satisfaction | 10General benefit | Job satisfaction | Self-developed | 17 |  | U.S. |
| Nieman (2011; Sample 1)iii | .37 | 686 | | .87 | .84 | employee benefit satisfaction | 10General benefit | Nature of work satisfaction | Self-developed |  |  | U.S. |
| Nieman (2011; Sample 2)iii | .39 | 337 | | .87 | .84 | employee benefit satisfaction | 10General benefit | Nature of work satisfaction | Self-developed |  |  | U.S. |
| Ross (2018)iii | .18 | 166 | |  | .90 | Satisfaction with family leave | 6Paid family leave; Unpaid family leave | Job satisfaction | Seashore, Lawler, Mirvis, & Cammann (1983) | 100 | 30 | U.S. |
| Rothausen et al (1998)i | .09 | 271 | | .92 | .90 | Satisfaction with benefits | 10General benefit | Overall global job satisfaction | Hackman & Oldham (1976) | 69 | 35 |  |
| Rothausen et al (1998)i | .25 | 271 | | .70 | .90 | Satisfaction with care support (assumed to be child care based on the article name) | 8Childcare | Overall global job satisfaction | Hackman & Oldham (1976) | 69 | 35 |  |
| Tremblay et al. (2000)i | .01 | 285 | | .76 | .79 | Benefit satisfaction | 10General benefit | Job satisfaction | Warr & Routledge (1969) | 63 | 37 | Canada |
| Vignoli et al (2020)i | .28 | 300 | | .87 | .82 | Access to health care (evaluation) | 2Medical care benefits | Work satisfaction | Judge et al (1998) | 50 | 46 | France |
| Williams et al (2002)i | .36 | 362 | | .89 | .81 | Benefit system satisfaction | 10General benefit | Global job satisfaction | Quinn & Staines (1979) | 19 | 42 |  |
| Williams et al (2002)i | .41 | 362 | | .91 | .81 | Benefit level satisfaction | 10General benefit | Global job satisfaction | Quinn & Staines (1979) | 19 | 42 |  |
| Wood et al (2019)i | .41c | 530 | |  | .94 | Paid leave satisfaction | 6Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations | Job satisfaction | Spector (1985) | 92 | 41 | U.S. |
| Wood et al (2019)i | .43c | 530 | |  | .94 | Unpaid leave satisfaction | 6Unpaid family leave | Job satisfaction | Spector (1985) | 92 | 41 | U.S. |
| Zagorski (2004)iii | .58 | 293 | |  | .87 | Work-life program satisfaction | 8general work-family benefits | Job satisfaction | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| ***C-4. DV: Turnover Intentions*** | | | | | | | | | | | | |
| Blau et al (2001)i | -.09 | 250 | | .80 | .80 | General benefit satisfaction (1995) | 10General benefit | Organizational withdrawal intent (1998) | Michaels & Spector (1982) | 82 | 29 | U.S. |
| Blau et al (2001)i | -.18 | 250 | | .82 | .80 | General benefit satisfaction (1998) | 10General benefit | Organizational withdrawal intent (1998) | Michaels & Spector (1982) | 82 | 29 | U.S. |
| Blau et al (2001)i | -.07 | 250 | | .81 | .80 | Career enrich benefit satisfaction (1994) | 10Training program | Organizational withdrawal intent (1998) | Michaels & Spector (1982) | 82 | 29 | U.S. |
| Blau et al (2001)i | -.11 | 250 | | .82 | .80 | Career enrich benefit satisfaction (1997) | 10Training program | Organizational withdrawal intent (1998) | Michaels & Spector (1982) | 82 | 29 | U.S. |
| Blau et al (2001)i | -.1 | 250 | | .88 | .80 | Benefit satisfaction-Basic (1994) | 1, 2, 5, 6, 8, 9Flexible benefits; Dental care; Medical care benefits; Life insurance; Long-term disability insurance; Short-term disability insurance; Paid family leave; Paid sick leave; Paid vacations; Unpaid family leave; Wellness programs; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Organizational withdrawal intent (1998) | Michaels & Spector (1982) | 82 | 29 | U.S. |
| Blau et al (2001)i | -.22 | 250 | | .9 | .8 | Basic benefit satisfaction (1997) | 1, 2, 5, 6, 8, 9Flexible benefits; Dental care; Medical care benefits; Life insurance; Long-term disability insurance; Short-term disability insurance; Paid family leave; Paid sick leave; Paid vacations; Unpaid family leave; Wellness programs; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Organizational withdrawal intent (1998) | Michaels & Spector (1982) | 82 | 29 | U.S. |
| Christopher (2001)iii | -.38 | 667 | | .88 | .91 | Benefits favorability | 10General benefit | Intent to leave | Adams, Eby, & Russell (1997) | 60 |  | U.S. |
| Christopher (2001)iii | -.20 | 667 | | .72 | .91 | Benefit efficiency | 10General benefit | Intent to leave | Adams et al. (1997) | 60 |  | U.S. |
| de la Torre-Ruiz et al. (2019)i | -.32 | 870 | | .93 | .89 | Benefit level satisfaction | 10General benefit | Turnover intention | Konovsky & Cropanzano (1991) |  | 38 | Spain |
| de la Torre-Ruiz et al. (2019)i | -.29 | 870 | | .90 | .89 | Benefit determination satisfaction | 10General benefit | Turnover intention | Konovsky & Cropanzano (1991) |  | 38 | Spain |
| de la Torre-Ruiz et al. (2019)i | -.29 | 870 | | .95 | .89 | Benefit administration satisfaction | 10General benefit | Turnover intention | Konovsky & Cropanzano (1991) |  | 38 | Spain |
| Paustian‐Underdahl et al (2023; Study 1) i | -.35 | 103 | | .96 | .87 | Less favorable maternity benefits (reverse-scored) | 10General benefit | Turnover intention | O’Reilly et al (1991) | 100 | 30 | U.S. |
| Nieman (2011; Sample 1)iii | -.42 | 686 | | .87 | .81 | employee benefit satisfaction | 10General benefit | turnover intention | Self-developed |  |  | U.S. |
| Nieman (2011; Sample 2)iii | -.46 | 337 | | .87 | .81 | employee benefit satisfaction | 10General benefit | turnover intention | Self-developed |  |  | U.S. |
| Ross (2018)iii | -.19 | 166 | |  | .89 | Satisfaction with family leave | 6Paid family leave; Unpaid family leave | turnover intention | Colarelli (1984) | 100 | 30 | U.S. |
| Rothausen et al (1998)i | -.17 | 271 | | .92 | .88 | Satisfaction with benefits | 10General benefit | Intention to quit | Carnmann, Fichman, Jenkins, & Klesh (1979) | 69 | 35 |  |
| Rothausen et al (1998)i | -.24 | 271 | | .70 | .88 | Satisfaction with care support (assumed to be child care based on the article name) | 8Childcare | Intention to quit | Carnmann et al. (1979) | 69 | 35 |  |
| Vignoli et al (2020)i | -.15 | 300 | | .87 | .84 | Access to health care (evaluation) | 2Medical care benefits | Withdrawal intentions | Blau (1985) | 50 | 46 | France |
| Williams et al (2002)i | -.19 | 362 | | .89 |  | Benefit system satisfaction | 10General benefit | Turnover intention | Self-developed | 19 | 42 |  |
| Williams et al (2002)i | -.21 | 362 | | .91 |  | Benefit level satisfaction | 10General benefit | Turnover intention | Self-developed | 19 | 42 |  |
| Williams et al (2008)i | -.29 | 357 | | .89 | .83 | Benefit level satisfaction | 10General benefit | Turnover intention | Jaros (1997) | 38 | 33 | U.S. |
| Williams et al (2008)i | -.29 | 357 | | .86 | .83 | Benefit determination satisfaction | 10General benefit | Turnover intention | Jaros (1997) | 38 | 33 | U.S. |
| Williams et al (2008)i | -.24 | 357 | | .89 | .83 | Benefit administration satisfaction | 10General benefit | Turnover intention | Jaros (1997) | 38 | 33 | U.S. |
| Wood et al (2019)i | -.30c | 530 | |  | .95 | Paid leave satisfaction | 6Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations | Turnover intention | Kelloway, Gottlieb, & Barham (1999) | 92 | 41 | U.S. |
| Wood et al (2019)i | -.28c | 530 | |  | .95 | Unpaid leave satisfaction | 6Unpaid family leave | Turnover intention | Kelloway et al. (1999) | 92 | 41 | U.S. |
| Zagorski (2004)iii | -.40 | 293 | |  | .87 | Work-life program satisfaction | 8general work-family benefits | Turnover intention | Minnesota Organizational Assessment Questionnaire | 67 |  | U.S. |
| Muse & Wadsworth (2012)i | -.10 | 457 | | .85 | .83 | Health benefits (perceived value) | 2,6Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | Turnover intention | Wayne et al. (1997) | 83 |  | U.S. |
| Muse & Wadsworth (2012)i | -.15 | 457 | | .75 | .83 | Financial benefits (perceived value) | 5,9Life insurance; Long-term disability insurance; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Turnover intention | Wayne et al. (1997) | 83 |  | U.S. |
| Muse & Wadsworth (2012)i | -.12 | 457 | | .83 | .83 | Non-traditional benefits (perceived value) | 1,8Student loan repayment; Employee assistance programs | Turnover intention | Wayne et al. (1997) | 83 |  | U.S. |
| ***C-5. DV: Stress*** | | | | | | | | | | | | |
| Ross (2018)iii | -.15 | 166 | |  | .88 | Satisfaction with family leave | 6Paid family leave; Unpaid family leave | Pregnancy distress | Self-developed | 100 | 30 | U.S. |
| Ross (2018)iii | -.20 | 166 | |  | .89 | Satisfaction with family leave | 6Paid family leave; Unpaid family leave | pregnancy-related work stress | Self-developed | 100 | 30 | U.S. |
| **D. Inter-Correlations Among Benefits Availability, Use, and Subjective Evaluation** | | | | | | | | | | | | |
| ***D-1. Benefits Availability – Benefits Use*** | | | | | | | | | | | | |
| Allen (2001)i | .39 | 520 |  | |  | All benefits offered | 10General benefit | All benefit used | Self-developed | 74 | 40 |  |
| Allen (2001)i | .38 | 520 |  | |  | Depend care offered | 6, 8 Paid family leave; Childcare | Depend care used | Self-developed | 74 | 40 |  |
| Breaugh & Frye (2007)i | .31 | 187 | .90 | |  | Family-friendly benefits provided | 10General benefit | Family-friendly benefits used | Self-developed |  |  | U.S. |
| Butler et al (2004)i | -.07 | 188 |  | | .82 | Family-friendly benefit availability | 6, 8Paid family leave; Personal leave; Unpaid family leave; Childcare; Employee assistance programs | Use of Family-friendly benefits | Self-developed | 62 | 41 | U.S. |
| Casper & Harris (2008)i | .28 | 249 |  | |  | Availability of dependent care benefits | 1, 6, 8Dependent care flexible spending account; Paid family leave; Unpaid family leave; Childcare | Use of dependent care benefits | Self-developed | 62 |  | U.S. |
| Gibson (2006)iii | .19 | 247 |  | | .86 | Benefits availability | 2, 6, 8, 9Medical care benefits; Paid family leave; Paid funeral leave; Paid holiday; Paid jury duty leave; Paid military leave; Paid sick leave; Paid vacations; Personal leave; Unpaid family leave; Childcare; Wellness program; Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Benefit used | Self-developed | 23 | 30 | U.S. |
| Goldberg (2020)iii | .59 | 48 |  | |  | Paid sick leave access | 6Paid sick leave | Any use of paid sick leave for family care | Self-developed | 46 |  | U.S. |
| Judge & Colquitt (2004)i | .21 | 201 |  | |  | Number of work-family policies | 1, 6, 8Student loan repayment; Paid family leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Employee assistance programs; Wellness programs | Use of work-family policies | Self-developed | 42 | 43 | U.S. |
| King & Botsford (2009)iv | .28 | 391 |  | |  | Elder care (availability) | 8Child care; Dependent care | Elder care (use) | Self-developed | 65 |  | U.S. |
| Li et al (2023; Study 1)i | .35 | 3200 |  | |  | Training availability | 10Training program | training participation | Self-developed | 46 | 62 | Netherlands |
| Li et al (2023; Study 2)i | .48 | 301 |  | |  | Training availability | 10Training program | training participation | Self-developed | 46 | 62 | Netherlands |
| O’Driscoll et al (2003)i | .51 | 355 |  | |  | Organizational benefits available (family-support) | 6, 8Paid family leave; Childcare; Dependent care | Organizational benefits used (family-support) | Self-developed | 28 | 49 | New Zealand |
| Ollier-Malaterre (2009)iv | .53 | 73 |  | |  | Elder care (availability) | 8Dependent care | Elder care (use) |  | 53 |  |  |
| Smith & Gardner (2007)i | .88 | 153 |  | |  | Work life initiative availability | 1, 6, 8Paid family leave; Paid sick leave; Personal leave; Unpaid family leave; Childcare; Dependent care; Student loan repayment | Work life initiative use | Self-developed | 31 |  | New Zealand |
| Tang (2005)iii | .25 | 247 |  | |  | Leave benefits (availability) | 6 Paid vacation; Paid sick leave; Paid family leave; Personal leave; Unpaid family leave | Leave benefits (usability) | McCloskey (1990) | 93 | 45 | U.S. |
| Tang (2005)iii | .37 | 247 |  | |  | Dependent-care services (availability) | 8Childcare; Dependent care | Dependent-care services (usability) | McCloskey (1990) | 93 | 45 | U.S. |
| Thompson et al (1999)i | .28 | 274 | .84 | | .54 | Work-family benefit availability | 1, 6, 8Dependent care flexible spending account; Paid family leave; Personal leave; Unpaid family leave; Childcare | Work-family benefit utilization | Self-developed | 42 | 40 | U.S. |
| Youngcourt & Huffman (2005)i | .39 | 866 |  | |  | Family-friendly policies availability | 8Childcare; Employee assistance programs; Wellness programs | Family-friendly policies used | Work and Family Services for Law Enforcement Personnel |  | 38 | U.S. |
| Zagorski (2004)iii | .56 | 293 |  | |  | Total benefits offered (provided) | 10General benefits | Total benefits used (usage) | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .66 | 293 |  | |  | Total eligible benefits (provided) | 10General benefits | Total benefits used (usage) | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .15 | 293 |  | |  | Eligible resource benefits (provided) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Resource benefits used (usage) | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .49 | 293 |  | |  | Eligible family benefits (provided) | 6, 8 Paid family leave; Childcare | Family benefits used (usage) | Self-developed | 67 |  | U.S. |
| ***D-2. Benefits Availability – Subjective Evaluation*** | | | | | | | | | | | | |
| Barber et al (1992)i | .49a | 110 | |  |  | Flexible benefit plan implementation | 1Flexible benefits | Benefit satisfaction | Heneman & Schwab (1985) | 67 |  | U.S. |
| Dreher et al (1988)i | .02 | 1,239 | |  | .93 | Sum coverage | 10General benefit | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | -.14 | 1,239 | |  | .93 | Health insurance | 2Medical care benefits | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | .18 | 1,239 | |  | .93 | Life insurance | 5Life insurance | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | .04 | 1,239 | |  | .93 | Disability protection | 5Long-term disability insurance; Short-term disability insurance | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | -.47 | 1,239 | |  | .93 | Sick leave | 6Paid sick leave | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | .13 | 1,239 | |  | .93 | Holidays | 6Paid holiday | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | .22 | 1,239 | |  | .93 | Vacations | 6Paid vacation | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Dreher et al (1988)i | .08 | 1,239 | |  | .93 | Retirement benefits | 9Retirement benefits - Defined benefits; Retirement benefits - Defined contribution | Satisfaction with benefits | Heneman & Schwab (1985) | 4 | 38 | U.S. |
| Williams et al (2002)i | .14 | 362 | |  | .89 | Medical insurance coverage (log) | 2Medical care benefits | Benefit system satisfaction | Self-developed | 19 | 42 |  |
| Williams et al (2002)i | .06 | 362 | |  | .91 | Medical insurance coverage (log) | 2Medical care benefits | Benefit level satisfaction | Heneman & Schwab (1985) | 19 | 42 |  |
| Williams et al (2002)i | .00 | 362 | |  | .89 | Life insurance coverage (log) | 5Life insurance | Benefit system satisfaction | Self-developed | 19 | 42 |  |
| Williams et al (2002)i | .09 | 362 | |  | .91 | Life insurance coverage (log) | 5Life insurance | Benefit level satisfaction | Heneman & Schwab (1985) | 19 | 42 |  |
| Williams et al (2002)i | .07 | 362 | |  | .89 | Total amount of time-off | 6Personal leave (it can actually be any types of benefits) | Benefit system satisfaction | Self-developed | 19 | 42 |  |
| Williams et al (2002)i | .07 | 362 | |  | .91 | Total amount of time-off | 6Personal leave (it can actually be any types of benefits) | Benefit level satisfaction | Heneman & Schwab (1985) | 19 | 42 |  |
| Zagorski (2004)iii | .28 | 293 | |  |  | Total benefits offered (provided) | 10General benefit | Work-life program satisfaction | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .29 | 293 | |  |  | Total eligible benefits (provided) | 10General benefit | Work-life program satisfaction | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .12 | 293 | |  |  | Eligible resource benefits (provided) | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Work-life program satisfaction | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .18 | 293 | |  |  | Eligible family benefits (provided) | 6, 8Paid family leave; Childcare | Work-life program satisfaction | Self-developed | 67 |  | U.S. |
| ***D-3. Benefits Use – Subjective Evaluation*** | | | | | | | | | | | | |
| Gillispie et al. (2013)iv | .02 | 1,962 | |  | .93 | Health benefit use | 2Medical care benefits | Health benefit satisfaction | Self-developed | 62 | 49 | U.S. |
| Muse et al (2008; Sample 1)i | .22 | 457 | |  |  | Use of work-life benefits | 2, 5, 6, 8Childcare; Employee assistance programs; Wellness programs; Paid family leave; Unpaid family leave; Long-term disability insurance; Dental care; Vision care; Outpatient prescription drug coverage; Medical care benefits; Leave bank | Perceived value of work-life benefits | Haar & Spell (2004) | 83 |  | U.S. |
| Muse et al (2008; Sample 2)i | .22 | 263 | |  |  | Use of work-life benefits | 1, 2, 5, 6, 8Childcare; Employee assistance programs; Wellness program; Long-term disability insurance; Short-term disability insurance; Medical care benefits; Student loan repayment; Paid sick leave; Paid vacation; Personal leave | Perceived value of work-life benefits | Haar & Spell (2004) | 16 |  | U.S. |
| Rothausen et al (1998)i | .01 | 271 | |  | .92 | Current use of the on-site child care center | 8Childcare | Satisfaction with benefits | Self-developed | 69 | 35 |  |
| Rothausen et al (1998)i | -.23 | 271 | |  | .92 | Past use of the on-site child care center | 8Childcare | Satisfaction with benefits | Self-developed | 69 | 35 |  |
| Rothausen et al (1998)i | .48 | 271 | |  | .70 | Current use of the on-site child care center | 8Childcare | Satisfaction with care support | Self-developed | 69 | 35 |  |
| Rothausen et al (1998)i | .16 | 271 | |  | .70 | Past use of the on-site child care center | 8Childcare | Satisfaction with care support | Self-developed | 69 | 35 |  |
| Sinclair et al. (2005)i | .12 | 974 | | .44 | .95 | Traditional benefit use | 10General benefit | Benefit communication quality: accurate information, timely information, easy to understand information | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | .00 | 974 | | .43 | .95 | Alternative benefit use | 10General benefit | Benefit communication quality: accurate information, timely information, easy to understand information | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | .10 | 974 | | .44 | .79 | Traditional benefit use | 10General benefit | Benefit system quality: accuracy, timeliness, ease of use | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | -.02 | 974 | | .43 | .79 | Alternative benefit use | 10General benefit | Benefit system quality: accuracy, timeliness, ease of use | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | .00 | 974 | | .44 | .75 | Traditional benefit use | 10General benefit | Employee participation in decisions about benefits | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | -.03 | 974 | | .43 | .75 | Alternative benefit use | 10General benefit | Employee participation in decisions about benefits | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | .13 | 974 | | .68 | .95 | Health benefit use | 2Dental care; Vision care; Medical care benefits | Benefit communication quality: accurate information, timely information, easy to understand information | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | .11 | 974 | | .68 | .79 | Health benefit use | 2Dental care; Vision care; Medical care benefits | Benefit system quality: accuracy, timeliness, ease of use | Self-developed | 33 |  | U.S. |
| Sinclair et al. (2005)i | .01 | 974 | | .68 | .75 | Health benefit use | 2Dental care; Vision care; Medical care benefits | Employee participation in decisions about benefits | Self-developed | 33 |  | U.S. |
| Zagorski (2004)iii | .17 | 293 | |  |  | Total benefits used | 10General benefit | Work-life program satisfaction | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | -.02 | 293 | |  |  | Resource benefits used | 1, 8Dependent care flexible spending account; Financial planning; Student loan repayment; Employee assistance programs; Wellness programs | Work-life program satisfaction | Self-developed | 67 |  | U.S. |
| Zagorski (2004)iii | .05 | 293 | |  |  | Family benefits used | 6, 8Paid family leave; Childcare | Work-life program satisfaction | Self-developed | 67 |  | U.S. |

*Note*.

a = Computed from Cohen’s d; b = Computed from mean difference; c = Reversed; and d = Computed from chi-square value

Study type: i = Article (published); ii = Book chapter (published); iii = Dissertation (unpublished); and iv = Presentation (unpublished); NCS large category: 1= Financial benefits; 2 = Healthcare benefits; 4 = Health-related benefits; 5 = Insurance benefits; 6 = Leave benefits; 7 = Nonproduction bonuses; 8 = Quality of life benefits; 9 = Retirement benefits; and 10 = Training programs or General benefits (not included in the NCS large category); NCS subcategory: Dependent care, Leave bank, and General work-family benefits are not included in the NCS subcategory.

**Supplemental Material 11. Coding Information (Archival Data)**

| Author/year | rxy | N | rxx | ryy | IV: Item | NCSsub | DV: Item | %W | Age | Nation |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A. Benefits Availability** | | | | | | | | | | |
| ***A-1. DV: Affective Organizational Commitment*** | | | | | | | | | | |
| GSS (1991) | .06 | 763 |  |  | FRINGE2: Dental care benefits | 2Dental care | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .04 | 764 |  |  | FRINGE1: Medical or hospital insurance | 2Medical care benefits | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .09 | 755 |  |  | FRINGE3: Life insurance | 5Life insurance | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .12 | 760 |  |  | FRINGE4: Sick leave with full pay | 6Paid sick leave | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .05 | 754 |  |  | FRINGE7: Cash or stock bonuses for performance | 7Employee recognition bonus | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .06 | 753 |  |  | FRINGE9: Profit sharing or stock option program | 7Cash profit-sharing bonus | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .06 | 752 |  |  | FRINGE8: A pension or retirement program | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | PROUDORG\_Proud to be working for this organization | 59 | 46 | U.S. |
| GSS (2002) | .31 | 1,532 |  |  | Training: TRAINOPS\_R have the training opportunities | 10Training program | PROUDEMP\_R proud to work for employer | 56 | 46 | U.S. |
| ***A-2. DV: Job Satisfaction*** | | | | | | | | | | |
| GSS (1991) | .07 | 769 |  |  | FRINGE2: Dental care benefits | 2Dental care | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .07 | 770 |  |  | FRINGE1: Medical or hospital insurance | 2Medical care benefits | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .08 | 761 |  |  | FRINGE3: Life insurance | 5Life insurance | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .08 | 766 |  |  | FRINGE4: Sick leave with full pay | 6Paid vacation | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .08 | 705 |  |  | FRINGE5: Maternity leave with full re-employment rights | 6Paid family leave; Unpaid family leave | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .11 | 760 |  |  | FRINGE7: Cash or stock bonuses for performance | 7Employee recognition bonus | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .07 | 76 |  |  | FRINGE9: Profit sharing or stock option program | 7Cash profit-sharing bonus | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .07 | 729 |  |  | FRINGE10: Information about child care services in company | 8Childcare | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .04 | 733 |  |  | FRINGE11: Assistance with the costs of day care for children | 8Childcare | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (1991) | .07 | 757 |  |  | FRINGE8: A pension or retirement program | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Work satisfaction\_SATJOB | 59 | 46 | U.S. |
| GSS (2002) | .33 | 772 |  | .64 | Training: TRAINOPS\_R have the training opportunities | 10Training program | vWork satisfaction | 56 | 46 | U.S. |
| GSS (2006) | .28 | 1,472 |  | .64 | Training programs 2: TRAINOPS\_R have the training opportunities (1=very true; 4=not at all true) | 10Training program | vWork satisfaction | 57 | 47 | U.S. |
| GSS (2006) | -.17 | 108 |  | .64 | Stock option 3: OPS2005 Company granted R stock options in 2005 (1=Yes; 2=No) | 7Other bonus | vWork satisfaction | 57 | 47 | U.S. |
| GSS (2008) | .08 | 880 |  |  | Health insurance 1: EMPHLTH\_Do you receive health insurance from employer | 2Medical care benefits | Work satisfaction: SATJOB (1= very satisfied; 4= very dissatisfied) | 55 | 48 | U.S. |
| GSS (2008) | .05 | 65 |  |  | Health insurance 2: EMPHLTH1\_Current employer offer health care insurance to R as employee provision | 2Medical care benefits | Work satisfaction: SATJOB (1= very satisfied; 4= very dissatisfied) | 55 | 48 | U.S. |
| MIDUS-2 (2004-2006) | -.02 | 1,875 |  |  | Health insurance 1: B1SC3B\_R: Employer provides health insurance | 2Medical care benefits | Job satisfaction: B1SF1\_Rate current work situation | 52 | 50 | U.S. |
| MIDUS-2 (2004-2006) | .01 | 1,908 |  |  | Health insurance 2: B1SC7A\_Employer health insurance available | 2Medical care benefits | Job satisfaction: B1SF1\_Rate current work situation | 52 | 50 | U.S. |
| MIDUS-2 (2004-2006) | .04 | 1,933 |  |  | Pension: B1SG13\_R employer/union pension plan currently | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Job satisfaction: B1SF1\_Rate current work situation | 52 | 50 | U.S. |
| NSCW (1997) | .04 | 2,863 |  | .64 | (qbp1) health insurance availability | 2Medical care benefits | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (1997) | .04 | 2,856 |  | .64 | (qbp14) receive paid vacation days | 6Paid vacation | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (1997) | .06 | 2,794 |  | .64 | (qbp40) employer sponsors childcare center onsite | 8Childcare | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (1997) | .07 | 2,742 |  | .64 | (qbp42) employer provides financial assistance for child care | 8Childcare | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (1997) | .10 | 2,770 |  | .64 | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (2002) | .15 | 2,688 |  | .64 | (qbp46) employer pays for education/training | 10Training program | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .01 | 2,789 |  | .64 | (qbp1) health insurance availability | 2Medical care benefits | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .00 | 2,796 |  | .64 | (qbp14) receive paid vacation days | 6Paid vacation | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .04 | 2,810 |  | .64 | (qbp14a) number of vacation days | 6Paid vacation | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .13 | 2,662 |  | .64 | (qbp53) employer offers wellness program | 8Wellness program | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .05 | 2,761 |  | .64 | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2008) | .00 | 2,753 |  | .71 | (qbp14) receive paid vacation days | 6Paid vacation | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .14 | 2,691 |  | .71 | (qbp46) employer pays for education/training | 10Training program | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .01 | 2,763 |  | .71 | (qbp1) health insurance availability | 2Medical care benefits | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .01 | 2,688 |  | .71 | (qbp14a) number of vacation days | 6Paid vacation | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .07 | 2,732 |  | .71 | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| ***A-3. DV: Turnover Intentions*** | | | | | | | | | | |
| GSS (1991) | -.19 | 760 |  |  | FRINGE2: Dental care benefits | 2Dental care | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | -.19 | 761 |  |  | FRINGE1: Medical or hospital insurance | 2Medical care benefits | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | -.22 | 752 |  |  | FRINGE3: Life insurance | 5Life insurance | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | -.19 | 757 |  |  | FRINGE4: Sick leave with full pay | 6Paid sick leave | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | -.08 | 751 |  |  | FRINGE7: Cash or stock bonuses for performance | 7Employee recognition bonus | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | -.14 | 749 |  |  | FRINGE9: Profit sharing or stock option program | 7Cash profit-sharing bonus | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | -.25 | 748 |  |  | FRINGE8: A pension or retirement program | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Turnover intention: CHNGEORG\_How likely I'll try to find job in another organization; REVERSELY CODED (CHNGEORGR) | 59 | 46 | U.S. |
| GSS (1991) | .01a | 758 |  |  | FRINGE2: Dental care benefits | 2Dental care | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| GSS (1991) | -.01a | 759 |  |  | FRINGE1: Medical or hospital insurance | 2Medical care benefits | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| GSS (1991) | -.02a | 750 |  |  | FRINGE3: Life insurance | 5Life insurance | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| GSS (1991) | .01a | 755 |  |  | FRINGE4: Sick leave with full pay | 6Paid sick leave | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| GSS (1991) | -.09a | 749 |  |  | FRINGE7: Cash or stock bonuses for performance | 7Employee recognition bonus | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| GSS (1991) | -.10a | 747 |  |  | FRINGE9: Profit sharing or stock option program | 7Cash profit-sharing bonus | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| GSS (1991) | -.04a | 747 |  |  | FRINGE8: A pension or retirement program | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Stay organization 1: STAYORG1\_Would take any job to keep working for this organization | 59 | 46 | U.S. |
| NSCW (1997) | -.17 | 2,857 |  | .64 | (qbp1) health insurance availability | 2Medical care benefits | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (1997) | -.15 | 2,850 |  | .64 | (qbp14) receive paid vacation days | 6Paid vacation | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (1997) | -.01 | 2,789 |  | .64 | (qbp40) employer sponsors childcare center onsite | 8Childcare | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (1997) | -.05 | 2,739 |  | .64 | (qbp42) employer provides financial assistance for child care | 8Childcare | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (1997) | -.17 | 2,765 |  | .64 | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (2002) | -.13 | 2,682 |  |  | (qbp46) employer pays for education/training | 10Training program | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.16 | 2,780 |  |  | (qbp1) health insurance availability | 2Medical care benefits | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.13 | 2,787 |  |  | (qbp14) receive paid vacation days | 6Paid vacation | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.20 | 2,801 |  |  | (qbp14a) number of vacation days | 6Paid vacation | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.14 | 2,655 |  |  | (qbp53) employer offers wellness program | 8Wellness program | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.17 | 2,752 |  |  | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2008) | -.20 | 2,689 |  |  | (qbp46) employer pays for education/training | 10Training program | ii(turnover) turnover intention | 55 | 46 | U.S. |
| NSCW (2008) | -.18 | 2,761 |  |  | (qbp1) health insurance availability | 2Medical care benefits | ii(turnover) turnover intention | 55 | 46 | U.S. |
| NSCW (2008) | -.13 | 2,751 |  |  | (qbp14) receive paid vacation days | 6Paid vacation | ii(turnover) turnover intention | 55 | 46 | U.S. |
| NSCW (2008) | -.20 | 2,685 |  |  | (qbp14a) number of vacation days | 6Paid vacation | ii(turnover) turnover intention | 55 | 46 | U.S. |
| NSCW (2008) | -.21 | 2,729 |  |  | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | ii(turnover) turnover intention | 55 | 46 | U.S. |
| ***A-4. DV: Turnover*** | | | | | | | | | | |
| GSS (1991) | -.01a | 735 |  |  | FRINGE2: Dental care benefits | 2Dental care | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.05a | 736 |  |  | FRINGE1: Medical or hospital insurance | 2Medical care benefits | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.09a | 728 |  |  | FRINGE3: Life insurance | 5Life insurance | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.11a | 732 |  |  | FRINGE4: Sick leave with full pay | 6Paid sick leave | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.09a | 674 |  |  | FRINGE5: Maternity leave with full re-employment rights | 6Paid family leave; Unpaid family leave | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.09a | 727 |  |  | FRINGE7: Cash or stock bonuses for performance | 7Employee recognition bonus | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.08a | 726 |  |  | FRINGE9: Profit sharing or stock option program | 7Cash profit-sharing bonus | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.12a | 697 |  |  | FRINGE10: Information about child care services in company | 8Childcare | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.07a | 701 |  |  | FRINGE11: Assistance with the costs of day care for children | 8Childcare | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| GSS (1991) | -.07a | 725 |  |  | FRINGE8: A pension or retirement program | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | Stay organization 2: STAYORG2\_Turndown another job for pay to stay this organization | 59 | 46 | U.S. |
| ***A-5. DV: Stress*** | | | | | | | | | | |
| GSS (2002) | -.07 | 639 |  |  | Training: TRAINOPS\_R have the training opportunities | 10Training program | Stress 1: STRSSWRK\_ Job is rarely stressful | 56 | 46 | U.S. |
| GSS (2002) | -.17 | 1,533 |  |  | Training: TRAINOPS\_R have the training opportunities | 10Training program | Stress 2: STRESS \_How often does R find work stressful | 56 | 46 | U.S. |
| GSS (2006) | -.05 | 1,481 |  |  | Training programs 2: TRAINOPS\_R have the training opportunities (1=very true; 4=not at all true) | 10Training program | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| GSS (2006) | .26 | 108 |  |  | Stock option 3: OPS2005 Company granted R stock options in 2005 (1=Yes; 2=No) | 7Other bonus | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| **B. Benefits Use** | | | | | | | | | | |
| ***B-1. DV: Affective Organizational Commitment*** | | | | | | | | | | |
| GSS (2002) | .04 | 1,062 |  |  | Stock: OWNSTOCK\_R has stock R's company | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 46 | U.S. |
| GSS (2010) | .03 | 659 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | PROUDEMP\_R proud to work for employer | 58 | 48 | U.S. |
| GSS (2010) | .10 | 139 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | PROUDEMP\_R proud to work for employer | 58 | 48 | U.S. |
| GSS (2014) | .11 | 404 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | PROUDEMP\_R proud to work for employer | 56 | 49 | U.S. |
| GSS (2014) | -.02 | 236 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 49 | U.S. |
| GSS (2014) | -.02 | 156 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 49 | U.S. |
| GSS (2014) | -.10 | 50 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 49 | U.S. |
| GSS (2018) | .11 | 1,241 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | PROUDEMP\_R proud to work for employer | 56 | 40 | U.S. |
| GSS (2018) | .02 | 729 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 40 | U.S. |
| GSS (2018) | .06 | 517 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 40 | U.S. |
| GSS (2018) | .10 | 162 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | PROUDEMP\_R proud to work for employer | 56 | 40 | U.S. |
| ***B-2. DV: Job Satisfaction*** | | | | | | | | | | |
| GSS (2002) | .07 | 538 |  | .64 | Stock: OWNSTOCK\_R has stock R's company | 7Other bonus | vWork satisfaction | 56 | 46 | U.S. |
| GSS (2006) | .09 | 1,478 |  | .64 | Training programs 1: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | vWork satisfaction | 57 | 47 | U.S. |
| GSS (2006) | .04 | 1,010 |  | .64 | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | vWork satisfaction | 57 | 47 | U.S. |
| GSS (2006) | .03 | 427 |  | .64 | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | vWork satisfaction | 57 | 47 | U.S. |
| GSS (2010) | .07 | 660 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 58 | 48 | U.S. |
| GSS (2010) | .00 | 139 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 58 | 48 | U.S. |
| GSS (2010) | .04 | 661 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 58 | 48 | U.S. |
| GSS (2010) | -.02 | 139 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 58 | 48 | U.S. |
| GSS (2014) | .15 | 659 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 49 | U.S. |
| GSS (2014) | .16 | 408 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 49 | U.S. |
| GSS (2014) | .11 | 386 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 49 | U.S. |
| GSS (2014) | .08 | 258 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 49 | U.S. |
| GSS (2014) | .02 | 86 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 49 | U.S. |
| GSS (2014) | .02 | 239 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 49 | U.S. |
| GSS (2014) | .08 | 157 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 49 | U.S. |
| GSS (2014) | .25 | 50 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 49 | U.S. |
| GSS (2018) | .11 | 1,249 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 40 | U.S. |
| GSS (2018) | .11 | 1,245 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 40 | U.S. |
| GSS (2018) | -.01 | 733 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 40 | U.S. |
| GSS (2018) | .03 | 522 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 40 | U.S. |
| GSS (2018) | -.09 | 163 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 40 | U.S. |
| GSS (2018) | -.03 | 731 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 40 | U.S. |
| GSS (2018) | .00 | 520 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 40 | U.S. |
| GSS (2018) | -.03 | 163 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 40 | U.S. |
| NSCW (1997) | .06 | 2,863 |  | .64 | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (1997) | .10 | 2,836 |  | .64 | (qbp18) paid time off for personal illness children | 6Paid family leave | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (1997) | .21 | 1,270 |  | .64 | (qbp20) paid time off for sick children | 6Paid family leave | i(jobsat) job satisfaction | 52 | 37 | U.S. |
| NSCW (2002) | .03 | 2,789 |  | .64 | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .13 | 2,767 |  | .64 | (qbp18) paid time off for personal illness | 6Paid sick leave | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2002) | .09 | 2,810 |  | .64 | (qbp54r) participated in employer wellness program | 8Wellness program | i(jobsat) job satisfaction | 58 | 42 | U.S. |
| NSCW (2008) | -.01 | 2,772 |  | .71 | (qbp48) taking class or in training program | 10Training program | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .02 | 2,700 |  | .71 | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | -.01 | 2,755 |  | .71 | (qbp14b) number of vacation days used | 6Paid vacation | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| ***B-3. DV: Turnover Intentions*** | | | | | | | | | | |
| GSS (2006) | -.02 | 856 |  |  | Training programs: JBTRAIN\_Did you have any training to improve job skill past 12 months? (1=Yes; 2=No) | 10Training program | Turnover intention: LEAVEJOB\_How likely will try to find another firm (1-very likely; 4=very unlikely) | 57 | 47 | U.S. |
| NSCW (1997) | -.18 | 2,857 |  | .64 | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (1997) | -.15 | 2,830 |  | .64 | (qbp18) paid time off for personal illness children | 6Paid family leave | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (1997) | -.17 | 1,269 |  | .64 | (qbp20) paid time off for sick children | 6Paid family leave | ii(turnover) turnover intention | 52 | 37 | U.S. |
| NSCW (2002) | -.16 | 2,780 |  |  | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.19 | 2,758 |  |  | (qbp18) paid time off for personal illness | 6Paid sick leave | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2002) | -.09 | 2,801 |  |  | (qbp54r) participated in employer wellness program | 8Wellness program | ii(turnover) turnover intention | 58 | 42 | U.S. |
| NSCW (2008) | -.19 | 2,679 |  |  | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | ii(turnover) turnover intention | 55 | 46 | U.S. |
| NSCW (2008) | -.19 | 2,753 |  |  | (qbp14b) number of vacation days used | 6Paid vacation | ii(turnover) turnover intention | 55 | 46 | U.S. |
| NSCW (2008) | .05 | 2,770 |  |  | (qbp48) taking class or in training program | 10Training program | ii(turnover) turnover intention | 55 | 46 | U.S. |
| ***B-4. DV: Stress*** | | | | | | | | | | |
| GSS (2002) | .12 | 450 |  |  | Stock: OWNSTOCK\_R has stock R's company | 7Other bonus | Stress 1: STRSSWRK\_ Job is rarely stressful | 56 | 46 | U.S. |
| GSS (2002) | .08 | 1,064 |  |  | Stock: OWNSTOCK\_R has stock R's company | 7Other bonus | Stress 2: STRESS \_How often does R find work stressful | 56 | 46 | U.S. |
| GSS (2006) | .13 | 1,482 |  |  | Training programs 1: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| GSS (2006) | .02 | 862 |  |  | Training programs 3: JBTRAIN\_Did you have any training to improve job skill past 12 months? (1=Yes; 2=No) | 10Training program | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| GSS (2006) | .07 | 1,014 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| GSS (2006) | .08 | 430 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| GSS (2010) | .11 | 660 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 58 | 48 | U.S. |
| GSS (2010) | .05 | 139 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 58 | 48 | U.S. |
| GSS (2014) | .10 | 408 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Stress: STRESS \_How often does R find work stressful | 56 | 49 | U.S. |
| GSS (2014) | .10 | 239 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 56 | 49 | U.S. |
| GSS (2014) | .01 | 157 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 56 | 49 | U.S. |
| GSS (2014) | -.28 | 50 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 56 | 49 | U.S. |
| GSS (2018) | .08 | 1,245 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Stress: STRESS \_How often does R find work stressful | 56 | 40 | U.S. |
| GSS (2018) | .14 | 732 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 56 | 40 | U.S. |
| GSS (2018) | .12 | 521 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 56 | 40 | U.S. |
| GSS (2018) | .03 | 163 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Stress: STRESS \_How often does R find work stressful | 56 | 40 | U.S. |
| **C. Subjective Evaluation** | | | | | | | | | | |
| ***C-1. DV: Affective Organizational Commitment*** | | | | | | | | | | |
| GSS (2002) | .26 | 1,534 |  |  | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 10General benefit | PROUDEMP\_R proud to work for employer | 56 | 46 | U.S. |
| GSS (2010) | .31 | 989 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | PROUDEMP\_R proud to work for employer | 58 | 48 | U.S. |
| GSS (2014) | .28 | 1,051 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | PROUDEMP\_R proud to work for employer | 56 | 49 | U.S. |
| GSS (2018) | .27 | 1,220 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | PROUDEMP\_R proud to work for employer | 56 | 40 | U.S. |
| ***C-2. DV: Job Satisfaction*** | | | | | | | | | | |
| NSCW (2008) | .24 | 2,710 |  | .71 | vi(benesat) benefit satisfaction | 10General benefit | i(jobsat) job satisfaction | 55 | 46 | U.S. |
| GSS (2002) | .27 | 773 |  | .64 | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 10General benefit | vWork satisfaction | 56 | 46 | U.S. |
| GSS (2006) | .26 | 1,469 |  | .64 | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | vWork satisfaction | 57 | 47 | U.S. |
| GSS (2010) | .29 | 994 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 58 | 48 | U.S. |
| GSS (2010) | .36 | 993 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 58 | 48 | U.S. |
| GSS (2014) | .24 | 1,059 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 49 | U.S. |
| GSS (2014) | .32 | 1,059 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 49 | U.S. |
| GSS (2018) | .23 | 1,226 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Job satisfaction 1: SATJOB (1= very satisfied; 4= very dissatisfied) | 56 | 40 | U.S. |
| GSS (2018) | .28 | 1,223 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Job satisfaction 2: SATJOB1\_Job satisfaction in general | 56 | 40 | U.S. |
| ***C-3. DV: Turnover Intentions*** | | | | | | | | | | |
| NSCW (2008) | -.28 | 2,709 |  |  | vi(benesat) benefit satisfaction | 10General benefit | ii(turnover) turnover intention | 55 | 46 | U.S. |
| ***C-4. DV: Stress*** | | | | | | | | | | |
| GSS (2002) | .06 | 638 |  |  | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 10General benefit | Stress 1: STRSSWRK\_ Job is rarely stressful | 56 | 46 | U.S. |
| GSS (2002) | .00 | 1,535 |  |  | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 10General benefit | Stress 2: STRESS \_How often does R find work stressful | 56 | 46 | U.S. |
| GSS (2006) | .00 | 1,474 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Stress: STRESS How often does R find work stressful? (1=always; 5=never) | 57 | 47 | U.S. |
| GSS (2010) | -.08 | 994 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Stress: STRESS \_How often does R find work stressful | 58 | 48 | U.S. |
| GSS (2014) | -.07 | 1,059 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Stress: STRESS \_How often does R find work stressful | 56 | 49 | U.S. |
| GSS (2018) | -.11 | 1,224 |  |  | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 10General benefit | Stress: STRESS \_How often does R find work stressful | 56 | 40 | U.S. |
| **D. Inter-Correlations Among Benefits Availability, Use, and Subjective Evaluation** | | | | | | | | | | |
| ***D-1. Benefits Availability – Benefits Use*** | | | | | | | | | | |
| GSS (2006) | .14 | 106 |  |  | Stock option 3: OPS2005 Company granted R stock options in 2005 (1=Yes; 2=No) | 7Other bonus | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 57 | 47 | U.S. |
| GSS (2006) | .17 | 1,478 |  |  | Training programs 2: TRAINOPS\_R have the training opportunities (1=very true; 4=not at all true) | 10Training program | Training programs 1: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 57 | 47 | U.S. |
| NSCW (2002) | .47 | 2,662 |  |  | (qbp53) employer offers wellness program | 8Wellness program | (qbp54r) participated in employer wellness program | 58 | 42 | U.S. |
| NSCW (2008) | .87 | 2,679 |  |  | (qbp14a) number of vacation days | 6Paid vacation | (qbp14b) number of vacation days used | 55 | 46 | U.S. |
| NSCW (2008) | .09 | 2,694 |  |  | (qbp46) employer pays for education/training | 10Training program | (qbp48) taking class or in training program | 55 | 46 | U.S. |
| ***D-2. Benefits Availability – Subjective Evaluation*** | | | | | | | | | | |
| GSS (2002) | .19 | 1,533 |  |  | Training: TRAINOPS\_R have the training opportunities | 10Training program | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 56 | 46 | U.S. |
| GSS (2006) | .27 | 1,469 |  |  | Training programs 2: TRAINOPS\_R have the training opportunities (1=very true; 4=not at all true) | 10Training program | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 57 | 47 | U.S. |
| GSS (2006) | .13 | 108 |  |  | Stock option 3: OPS2005 Company granted R stock options in 2005 (1=Yes; 2=No) | 7Other bonus | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 57 | 47 | U.S. |
| NSCW (2008) | .34 | 2,645 |  |  | (qbp46) employer pays for education/training | 10Training program | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .54 | 2,710 |  |  | (qbp1) health insurance availability | 2Medical care benefits | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .33 | 2,701 |  |  | (qbp14) receive paid vacation days | 6Paid vacation | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .31 | 2,634 |  |  | (qbp14a) number of vacation days | 6Paid vacation | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .44 | 2,677 |  |  | iii(retire$) employer contribution to pension/retirement plan (yes/no) | 9Retirement benefits - Defined benefit; Retirement benefits - Defined contribution | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| ***D-3. Benefits Use – Subjective Evaluation*** | | | | | | | | | | |
| GSS (2002) | .22 | 1,065 |  |  | Stock: OWNSTOCK\_R has stock R's company | 7Other bonus | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 56 | 46 | U.S. |
| GSS (2006) | .23 | 1,470 |  |  | Training programs 1: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 57 | 47 | U.S. |
| GSS (2006) | .21 | 1,003 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 57 | 47 | U.S. |
| GSS (2006) | .10 | 428 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Perceived fringe benefits: FRINGEOK\_Fringe benefits are good | 57 | 47 | U.S. |
| GSS (2010) | .17 | 655 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 58 | 48 | U.S. |
| GSS (2010) | .09 | 138 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 58 | 48 | U.S. |
| GSS (2014) | .24 | 405 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 49 | U.S. |
| GSS (2014) | .13 | 236 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 49 | U.S. |
| GSS (2014) | .09 | 154 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 49 | U.S. |
| GSS (2014) | .29 | 50 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 49 | U.S. |
| GSS (2018) | .16 | 1,223 |  |  | Training programs: EMPTRAIN\_Received formal training from employer (1=Yes; 2=No) | 10Training program | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 40 | U.S. |
| GSS (2018) | .15 | 722 |  |  | Stock option 1: OWNSTOCK\_R has stock in R's company (1=yes; 2, 3, 4,=NO) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 40 | U.S. |
| GSS (2018) | .09 | 512 |  |  | Stock option 2: STOCKOPS R hold any stock options of R's company (1=Yes; 2=No) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 40 | U.S. |
| GSS (2018) | -.02 | 161 |  |  | Stock option 4: ESOP: ESOP\_R is member of esop (1=yes, 2=no) | 7Other bonus | Benefit perception: FRINGEOK\_Fringe benefits are good (1=very true; 4=not at all true) | 56 | 40 | U.S. |
| NSCW (2008) | .02 | 2,713 |  |  | (qbp48) taking class or in training program | 10Training program | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .54 | 2,655 |  |  | iv(phlth$2) health insurance paid for by employer (basic use) | 2Medical care benefits | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |
| NSCW (2008) | .26 | 2,702 |  |  | (qbp14b) number of vacation days used | 6Paid vacation | vi(benesat) benefit satisfaction | 55 | 46 | U.S. |

*Note*. a = Reversed.

NCS large category: 1= Financial benefits; 2 = Healthcare benefits; 4 = Health-related benefits; 5 = Insurance benefits; 6 = Leave benefits; 7 = Nonproduction bonuses; 8 = Quality of life benefits; 9 = Retirement benefits; and 10 = Training programs or General benefits (not included in the NCS large category).

NSCW and GSS items/measures: i = the mean of two items after centering and computing the z-score: “*All in all, how satisfied are you with your job*?” (a 4-point scale); and “*Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide?*” (a 3-point scale); ii = a single item, “*Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year*?” (a 3-point scale); iii = response to the question: “*Does your employer make any contribution to that plan, or not*?” (yes/no) (This question is a follow-up if respondent answered “yes” to the question, “*Is any kind of pension or retirement plan available to you through your job, or not*?”);

iv = response to the question: “*Is/ Would the cost of this insurance (paid/ be paid) entirely or partly by your employer*?” (yes, entirely=1, yes, partly= 2, and no=3). [This question is a follow-up to: “*Is personal health insurance AVAILABLE TO YOU through your job, or not*?” (yes/no); and “*Do you HAVE personal health insurance coverage through your job, or not*?” (yes/no)]; v = the mean of three items (all items use a 4-point scale): (SATJOB) work satisfaction; (SATJOB1) job satisfaction in general; and (WKTOPSAT) Satisfaction comes from work; and vi = response to the question: “*Overall, how satisfied are you with the benefits your job provides, like health insurance?*”; The individual variables in the NSCW and GSS datasets on which the availability/use scores were based were scored as yes/no based on the questions described.