
A Study on the effect of role description issues on work leisure conflict and intention to quit

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ABSTRACT

The study analyzes the work and leisure issues of employees of a manufacturing company and attempts to find out reasons leading to Work Leisure conflict and intention to quit in minds of employees. Literature provides evidence that work leisure conflict occurs due to work role description issues and results into intention to quit the job. 102 employees of the company responded the survey. Factor analysis indicated that there are four factors determining the Work Leisure conflict which are found to be significant in regression analysis. Logistic Regression indicated that intention to quit is not dependent on Work Leisure conflict.

Keywords: Work Leisure Conflict, Role Description issues, Intention to quit.

INTRODUCTION

Work- life balance is one of the most crucial issues in today's world. The study focuses on problems faced by the employees of a manufacturing company in balancing their work and family life. Their work interferes in their family time by number of ways like amount of time spent at work and being away from home (Piotrkowski, 1979), mental worries (Kanter, 1977), assimilation of work which affects their non-work hours and physical exertion takes away the power to conduct activities of personal life.(Crouter et. al., 1983).

Leisure is defined as "a period of time free from paid work or other obligatory activities" (Parker, 1971). Work-leisure conflict is the result of conflict resulting due to the interference of work into leisure time.

Perceived job stress is the degree to which situations in one's life are appraised as stressful (Cohen et al., 1983). The literature (Netemeyer, Burton & Johnston, 1995; Gilboa et al., 2008; Monsen & Boss, 2009) suggests us to classify job stress into three main components: role ambiguity, role conflict and role overload and test their relationship with work leisure conflict.

Role Ambiguity is defined as "the absence of adequate information which is required in order for persons to accomplish their role in a satisfactory manner" (Senatra, 1980). In a bank, even though the basic responsibilities and key result areas are fixed for every employee, they may feel uncertainty at work.

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Role conflict is defined as "the simultaneous occurrence of two (or more) sets of pressures such that compliance with one world make difficult or impossible compliance with the other" (Wolfe & Snoek, 1962). Its relationship with Work leisure conflict can be tested.

Role overload is defined as "having too much work to do in the time available" (Beehr et al., 1976). Its relationship with Work leisure conflict can also be tested.

Intention to quit can be conceptualized as the precursor to the act of leaving a job (Maertz & Campion, 1998).

The study intends to check whether the role description issues are responsible for creating work-leisure conflict in employees that may result into intention to quit the job.

LITERATURE REVIEW

Zhao and Rashid (2010) have considered IT sector for knowing the impact of WLB on job stress and retention of IT professionals. The article starts with mentioning the growth of the IT sector in the past decade and takes a deeper look at job stressors and determines how they impact the retention likelihood of IT employees.

The authors conducted a survey of IT professionals in two large centers of a global bank and collected data from 575 employees. The hypotheses were designed to test the relation of Work-leisure conflict with retention, role ambiguity with work-leisure conflict and retention and Role overload with work-leisure conflict and retention. A combination of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) procedures are used to assess the Psychometric properties.

The results indicate that among all the job stressors, role ambiguity has the most adverse influence on retention. Work-leisure conflict partially mediates the negative relationship between role conflict and retention, and fully mediates the negative relationship between role overload and retention. The empirical findings imply that organizations should tackle role ambiguity with highest priority and relieve work leisure conflict to effectively retain employees under job stress.

The research gap found in this article is that the relationship between role stressors, work-leisure conflict and retention likelihood across staff members (front-line workers) and managers has not been tested. The article indicates that the work leisure conflict plays a very important role in determining relationship between job stressors and retention.

Work Family conflict also has the pressure of the constructs of work demand and family demand. Boyar et. al (2008) attempted to test the impact of work/family demand on work-family conflict. The authors mention that work family conflict is a kind of inner conflict which the mind bears between work and family. Both are mutually compatible to some extent. They have also describe two types of work life conflict namely Work interfering with family (WIF) and family interfering with work" conflict (FIW). The authors discuss that work and family demand has been poorly conceptualized and rarely directly measured. Thus, they have defined demand as "a global perception of the level and intensity of responsibility within the work (or family) domain."

Adopting Judge and Colquitt's (2004) framework, the domain variables were categorized into responsibilities and expectations (e.g. role characteristics such as hours worked), psychological demand (e.g. role stressors such as work role conflict) and organizational policies and activities (e.g. social support). The work domain variables include role stressors, hours worked, supervisory status, income, autonomy, WRC, WRA, work support, work to family support whereas the family domain variables include hours in care, children at home, dependents at home, marital status, FRC, FRA, Family support, Family to work support. A survey was done on 698 University employees and the data was collected over a two weeks period using a Likert type scale. The

hypothesis was tested with a Structural Equation Modeling (SEM) and Confirmatory Factor analysis (CFA) was used to examine latent constructs.

A sample of 698 university employees participated in a comprehensive computer survey that considered various manifest indicators and multiple scales across work and family domains. Moderator hierarchical regression was used in analyzing the data.

The results indicate that both forms of demand have significant direct effects on work interfering with family (WIF) and family interfering with work (FIW). Both demand constructs partially mediate the effects of three categories of domain variables on the two forms of conflict. Finally, the work demand-WIF relationship is found to be stronger for those with relatively high family centrality. The limitation here is that a cross-sectional design was used and it may not be appropriate while examining relationships that occur over time. The authors have considered only a single survey which may be insufficient for making further conclusions. It can be inferred from the findings of this study that there is a strong need on the part of the organizations to design family-friendly programs that help employees balance work and family demands and should find ways to hold constant or reduce perceptions of work and family demand, along with other direct antecedents of WIF and FIW.

Porter and Roya (2010) examined a relationship between Work to family (WIF) and intention to quit. It indicated that the imbalance in the work life and family life results into a depression in the minds of the employees and force them to have an intention to quit. Work-family conflict is a type of stress which occurs when demands from the work and family domains are in conflict (Hammer et. al 2004).The main reason cited by Greenhaus & Beutell, (1985) for this imbalance is the conflict which an employee perceives in the mind about the incompatible role expectations and results into stress to manage the interference of one domain with another. Intention to quit can be conceptualized as the precursor to the act of leaving a job (Maertz & Campion, 1998).This is mainly responsible for the employee turnover

The hypotheses in this study are designed to test relationship of WIF, work flexibility, access to alternative work schedules, and participation in alternative work schedules with intention to quit and to test the relationship of WIF with work flexibility access to alternative work schedules, participation in alternative work schedules. Additionally, it has also been checked whether work flexibility will mediate the relationship between WIF and intention to quit. The respondents chosen for the study were women managers of a large Healthcare organization in the US Midwest (Antani-Logue, Ayman & Porter, 2001). Overall 243 surveys were returned with filled questionnaire. The variables were decided on the basis of the individual information about the managers like presence of spouse, children, and number of children. The parameters in the questionnaire were arranged on the basis of the work family conflict, intention to quit, work flexibility and alternate work schedules. It was found that the work to- family interference (WIF) was positively related to intentions to quit. Significant relationships were found among work flexibility, WIF, and intention to quit. This relationship was supported, allowing us to conclude that employees who perceive personal control and autonomy in their work environment (as defined by how, when and where they work) will report lower levels of WIF and intentions to quit.

The authors used structural equation model to test whether work flexibility will mediate the relationship between WIF and intention to quit. It was found that work flexibility comes between WIF and intention to quit in a causal chain.

The research gap found here is that the sample used is composed of women managers and having more input from the organization about the alternative work schedules offered and how readily accessible they are to employees may have helped us better structure the measure in this study.

Lourel et. al (2005), described the positive and negative effects of WLB in the form of work-to-home (WHI) and home-to-work (HWI) interference on perceived job stress and job satisfaction. It provides an effective way to study the relationship between work life and home life and accordingly provides empirical evidence that organizations having WLB policies register stronger employee commitment. The authors have used Structural Equation modeling for proving the existence of relationship between negative or positive work-home/home-work interference and job satisfaction. The authors developed four models to test the hypothesis, developed a standardized questionnaire for a sample of 283 French employees in a major shipping company out of which 94 employees responded to the questionnaire. The questionnaire scale was developed by adopting SWING (Survey Work-Home Interaction-Nijmegen) developed by researchers in the Netherlands (Geurts, 2000; Wagena and Geurts, 2000) and then validated by Lourelet al. (2005) in France. There were 22 items in the scale measuring negative work-to-home interference, negative home-to-work interference, positive work-to-home interference and positive home-to-work interference. Perceived stress has been defined as the degree to which situations in one's life are appraised as stressful. Job satisfaction has been defined as the measure of overall job satisfaction as felt by the individual.

The data analysis included correlation analysis between the variables and the relationship was compared with help of maximum likelihood estimation with control variables like age, gender and education. An alternative model (Ma) was also used to validate the hypothesis. The results obtained indicate that the negative work-to-home interferences (WHIneg) were (positively) associated to positive work-to-home interferences (WHIpos). Also, negative home-to-work interferences (HWIneg) were (positively) related to positive home-to-work interferences (HWIpos).

Thus, SEM results indicated that that perceived stress partially mediated the relationship between negative or positive work-home/home-work interference and job satisfaction. The study conveys the complexity of the positive and negative relationships between the work domain and the home domain in a sample of French employees.

OBJECTIVES

1. To explore the role description issues faced by the employees at work.
2. To determine the effect of role description issues on work leisure conflict.

RESEARCH DESIGN

Data collection, Questionnaire and measures

The data was collected from the employees of a manufacturing company through a questionnaire which consisted of the following major items as defined in the Literature.

1. Work –Leisure Conflict: The items were adapted from Small & Riley (1990).The following are the items- my job makes it difficult for me to enjoy my free time outside of work, the amount of time I spend working interferes with how much free time I have, worrying about my job makes it hard for me to enjoy myself outside of work, because I am often tired after work, I don't see friends as much as I would like., my job doesn't affect whether I enjoy my free time outside of work.
2. Role description issues: The items were adapted from Rizzo et al.(1970) and House et al. (1983).The items included conflict due to time, group, contrary policies and guidelines, Assignments, amount of work, simultaneous work requests, unnecessary activities and

nature of work. The items also included ambiguity due to scope of authority, goals and objectives, duties, criteria for a raise or promotion, timely feedback and vague directives or orders.

Some more items have been adopted from Peterson et al.'s (1995) cross nation study on role stress of middle managers. The following are the items: there is a need to reduce some parts of my role, I feel overburdened in my role, I have been given too much responsibility, my workload is too heavy, the amount of work I have to do interferes with the quality I want to maintain.

The sampling design

The study required interacting directly with the employees to get their views on balancing their work and life. A manufacturing company in Dehradun Uttarakhand India has been taken for conducting this study. The choice of the sampling method was influenced by the objectives of the study, time constraints and the nature of the problem to be investigated.

The employees were asked to fill the questionnaire (consisted of a series of statements on likert scale, where the respondents were requested to provide answers in the form of agreement or disagreement to express their attitude towards the Work Leisure conflict and role description issues on their easy availability and accessibility .Thus; convenience sampling (Non-probability sampling) has been used. The questionnaire was given to around 130 employees of the company. The useful responses were received from 102 employees.

ANALYSIS OF DATA

The analysis has been done with the help of software called Statistical Package for Social Sciences (SPSS).

Reliability analysis

An analysis was conducted for checking the reliability of the items in the questionnaire and the result was obtained. The Cronbach's alpha (a measure of reliability) was calculated individually. The Cronbach's alpha coefficients 0.874 indicate data reliability (Hair, et al. (2007)), as they meet the minimum acceptable level of 0.7.

Factor Analysis

	1	2	3	4
Time	0.87	0.16	0.003	-0.02
Group	0.84	0.14	0.11	0.09
Contrary policy guidelines	0.86	0.1	0.09	-0.01
Assignments	0.90	0.17	-0.06	0.12
Amount of work	0.86	0.17	-0.01	0.1
Work request	0.84	0.22	0.05	-0.16
Unnecessary activities	0.68	0.36	-0.06	-0.16
Nature of work	0.68	0.43	0.09	-0.24
Authority	0.72	0.35	0.06	-0.142
Goals and objectives	0.36	0.81	0.006	0.000
Duties	0.384	0.81	0.07	0.13
Criteria for promotion	0.36	0.8	0.06	0.13
Timely feedback	0.59	0.27	0.13	-0.05
Vague directives	0.17	-0.11	0.8	-0.06
Reduce part of work	0.008	0.09	0.87	0.12
Over burdened	0.09	0.02	0.67	0.36
Over responsibility	-0.08	0.19	0.7	0.32
Heavy work load	-0.039	0.21	0.19	0.8
Work quality	-0.066	-0.07	0.28	0.78

Table 2

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.209	43.207	43.207	8.209	43.207	43.207
2	3.142	16.534	59.741	3.142	16.534	59.741
3	1.482	7.798	67.539	1.482	7.798	67.539
4	1.018	5.359	72.898	1.018	5.359	72.898
5	.742	3.908	76.806			
6	.662	3.482	80.288			
7	.604	3.178	83.467			
8	.525	2.764	86.230			
9	.468	2.462	88.692			
10	.424	2.230	90.922			
11	.334	1.757	92.679			
12	.278	1.463	94.142			
13	.240	1.264	95.406			
14	.223	1.176	96.582			
15	.183	.963	97.545			
16	.158	.832	98.378			
17	.134	.704	99.082			
18	.105	.551	99.633			
19	.070	.367	100.000			

Extraction Method: Principal Component Analysis.

Summary of Factor analysis

Items in Factor1- Role uncertainty	Items in Factor 2- Role clash	Items in Factor 3-Role burden	Items in Factor 4- Type of work
Time	Goals and objectives	Vague directives	Heavy work
Group	Duties	Reduce part of work	Work quality
Contrary policy guidelines	Criteria for promotion	Over burdened	
Assignments		Over responsibility	
Amount of work			
Work request			
Unnecessary activities			
Nature of work			
Authority			
Timely feedback			

Table 3
Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	6.786	35.718	35.718
2	2.787	14.668	50.386
3	2.553	13.439	63.825
4	1.724	9.074	72.898

Extraction Method: Principal Component Analysis.

According to the rotated component matrix, the items in factor 1 indicate that the clear information is lacking in some aspects like time, group, policy guidelines, assignments, amount of work, work requests, unnecessary activities, nature of work, authority and timely feedback. Therefore, it has been named as role uncertainty. The items in factor 2 indicate there are multiple requirements and expectations from the role that impact performance and clash due to their nature in the context of goals and objectives, duties and criteria for promotion. So, it has been named as role clash. The items in factor 3 indicate that the employees feel that they are having too much work to do in the time available because of vague directives, reduce part of work, overburdened and over responsibility. So, it has been named as role burden. The items in factor 4 indicate that the employees have categorized the work according to its load and its quality. So, it has been named as type of work.

Multiple Regression analysis

The results of the factor analysis were carried forward by which the four independent variables (Factor 1, Factor 2, Factor 3 and Factor 4) were used to predict the dependent variable (average work leisure conflict) by multiple regression. Insert

The Regression equation is as follows:

$$Y = \alpha + \beta_1 F_1 + \beta_2 F_2 + \beta_3 F_3 + \beta_4 F_4$$

Where, Y= Average work leisure conflict (Mean of scores given to the statements related to work leisure conflict)

α = Intercept.

F_1 = Role uncertainty. F_2 = Role clash

F_3 =Role burden: F_4 = Type of work

$\beta_1, \beta_2, \beta_3, \beta_4$ = Slopes associated with F_1, F_2, F_3, F_4

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.69	0.48	0.461	0.47

Table 5

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.69	4	5.17	22.63	0.00
	Residual	22.17	97	0.22		
	Total	42.87	101			

Table 6 Coefficients

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.74	0.04		79.14	0.000
	REGR factor score 1 Role uncertainty	-0.02	0.04	-0.04	-0.56	0.57
	REGR factor score 2 - Role clash	0.2	0.04	0.31	4.28	0.00
	REGR factor score 3- Role burden	0.37	0.04	0.57	7.82	0.00
	REGR factor score 4 - Type of work	0.15	0.04	0.23	3.26	0.002

Thus, work leisure conflict depends on these four factors ($F_1, F_2, F_3,$ and F_4).The factors included in the multiple regression model are explaining 72.898 % variation in the work leisure conflict of employees. Thus, one can conclude that regression model is significant to explain the work leisure conflict.

Logistic Regression

After exploring the factors that influence work leisure conflict, it was required to check whether work leisure conflict is responsible for the employees to have intention to quit.

The variable intention to quit can have two options namely Yes or No. It indicates that this dependent variable is binary having only two outputs. Thus, it was needed to estimate the probability of this binary event taking place using the binary logit model using Logistic Regression. The independent variables taken into this analysis were demographic variables like age, education, income, categorical variables like gender and marital status and work leisure conflict. The demographic variables were included in this analysis to check if they also have any contribution on the formulation of intention to quit.

The variable work leisure conflict (Y) was calculated for 102 employees by the Regression equation derived in the Multiple Regression analysis

$$Y = \alpha + \beta_1 F_1 + \beta_2 F_2 + \beta_3 F_3 + \beta_4 F_4$$

The factor scores of F1, F2, F3 and F4 were substituted in the equation and WLC for 102 employees was obtained.

$$WLC = 3.74 + 0.02 F_1 + 0.2 F_2 + 0.37 F_3 + 0.15 F_4$$

Table 7
Classification Table

Observed			Predicted		
			Intention to quit		Percentage Correct
			YES	NO	
Step 0	Intention to quit	YES	55	0	100.0
		NO	47	0	.0
	Overall Percentage				53.9

Table 8
Variables in the Equation

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step 0	Constant	-0.15	0.19	0.62	1	0.429	0.85

Table 9
Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	134.27	0.06	0.08

Table 10
Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	5.17	8	0.73

Table 11
Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a WLCLOG	-0.63	0.46	1.81	1	0.17	0.53
Age	-0.13	0.3	0.2	1	0.65	0.87
Gender(1)	0.08	0.43	0.03	1	0.84	1.09
Marital status(1)	-0.29	0.59	0.24	1	0.61	0.74
Education	-0.5	0.32	2.41	1	0.12	0.6
Income	0.64	0.36	3.15	1	0.07	1.9
Constant	1.94	2.08	0.86	1	0.35	6.97

It can be inferred from the results obtained above that the intention to quit is not dependent on work leisure conflict.

RESULTS AND CONCLUSIONS

The analysis has been carried out in various stages, so the result is described stepwise. The factor analysis indicates that the factors of role description issues extracted in this study are role

uncertainty, role clash, role burden and type of work. These factors suggest that the role ambiguity leads an employee to work leisure conflict. Since job stress is an outcome of role uncertainty, clash, burden and type of work which cause work leisure conflict and it may compel a person to quit the job. But the analysis here does not support our statement, but it may be due to the nature of the company or industry.

The results of multiple regression analysis indicate that the four factors derived in factor analysis are statistically significant in explaining the work leisure conflict. It means work leisure conflict is an outcome of these factors mainly because they are able to explain around 50 % of variation.

The results of Logistic regression indicate that intention to quit is not dependent on work Leisure Conflict. The analysis here shows that the two, work leisure conflict and intention to quit are not related to each other. Though literature talks and confirms this finding but the present study could not find the results supporting this argument.

The results obtained in this study could be subject to some limitations as mentioned below:

Since the responses were recorded on a Likert's scale, there were no available means to verify the accuracy of the data collected. Thus, it was assumed that the data was error free. The ability to generalize the results may be affected by the size and composition of the sample

The data is cross-sectional.

The analyses were limited to only one manufacturing company.

Some avenues for further research are as follows:

Further research can be done to identify the reasons for intention of employees to quit by testing their responses on the various work life balance issues.

The responses of employees from other sectors can also be tested for more exhaustive coverage and varied response.

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