The Association between Work-Personal Life Interface and Employees' Organizational Attitudes and Psychological Well-being

by

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This is to certify that I have examined this copy of a master's thesis by

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STATEMENT OF AUTHORSHIP

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ABSTRACT

The aim of the study is to examine the relationship between work-personal life interface and employees' organizational attitudes and psychological well-being. The secondary aim is to explore whether generational difference (i.e., Generation Y and Generation X) moderates this relationship or not. The data collected from 424 full-time employees with different occupations and analyzed through structural equation modeling. Findings indicated that work-to-personal life conflict (WPC) was positively associated with turnover intentions, burnout and negatively associated with affective commitment and life satisfaction, whereas personal life-to-work conflict (PWC) was not associated with any of the outcomes in the study. Regarding the positive spillover, results revealed that work-to-personal life enhancement (WPE) was positively associated with affective commitment and life satisfaction and negatively associated with turnover intention and burnout. Interestingly, personal life-to-work enhancement (PWE) was positively related to employees` turnover intentions only. Contrary to expectations, no generational difference was found. Theoretical and practical implications of the findings are discussed.

Keywords: Work-personal life interface, burnout, turnover intentions, life satisfaction, affective commitment, and generational difference.

ÖZET

Bu araştırmada, iş-özel hayat dengesinin çalışanların örgütsel tutumları ve psikolojik iyilik halleri ile olan ilişkisi incelenmiştir. Araştırmada ayrıca kuşaklar arası farklılığın (Y kuşağı ve X kuşağı) bu ilişkideki düzenleyici rolü incelenmiştir. Çalışmadaki veriler farklı sektörlerdeki tam zamanlı çalışan beyaz yakalı çalışanlardan toplanmıış ve yapısal eşitlik modeli ile analiz edilmiştir. Bulgular, iş-özel hayat çatışmasının işten ayrılma niyeti ve tükenmişlik düzeyi ile pozitif, duygusal bağlılık ve hayat doyumu ile negatif ilişkisinin olduğunu göstermektedir. Öte yandan özel hayat-iş çatışmasının araştırmadaki değişkenlerle bir ilişkisi bulunmamıştır. Iş-özel hayat dengesinin olumlu etkisi açısından, İş-özel hayat iyileşmesinin, duygusal bağlılık ve hayat doyumu ile pozitif, işten ayrılma ve tükenmişlik düzeyi ile negatif ilişkisi bulunmuştur. Şaşırtıcı biçimde, özel hayat-iş iyileşmesinin işten ayrılma niyetiyle olumlu ilişkisi bulunmuştur. Beklenenin aksine, kuşaklar arası farklılık bulunmamıştır. Bulguların teorik ve pratik sonuçları tartışılmıştır.

Anahtar Sözcükler: İş-özel hayat ilişkisi, tükenmişlik, işten ayrılma niyeti, hayat doyumu, duygusal bağlılık, kuşaklar arası farklılık

DEDICATION

To my lovely sister, Bengi

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ACRONYMS

WFC	Work-to-Family Conflict
FWC	Family-to-Work Conflict
WFPC	Work-Family-Personal life Conflict
WPC	Work-to-Personal life Conflict
PWC	Personal life-to-Work Conflict
WPE	Work-to Personal life Enhancement
PWE	Personal life-to-Work Enhancement
TI	Turnover Intentions
LS	Life Satisfaction
AC	Affective Organizational Commitment

CHAPTER 1

INTRODUCTION

1.1. General Overview

During the past couple of decades, advancements in technology and changes in economic and social life have affected peoples` life styles, their attitudes towards their work, and workforce dynamics. Increasing demands of professional life, such as long working hours and work overload, together with the increasing demands of family life due to the shared responsibilities among couples, make it difficult to maintain work- life balance (Shaffer & Joplin, 2011). Additionally, with the rise of the individualization, people have also begun to consider their personal needs and desires, in addition to their families and work lives (Charles and Harris, 2007).

Although previous studies on work life balance have generally focused on the work and family domains in employees' lives, recent studies have revealed the importance of personal life domain in employees` well-being (e.g. Aycan, Eskin, & Yavuz, 2007, Fisher, Bulger & Smith, 2009). The term personal life refers to the behaviors and actions that people engage in to satisfy their personal life demands (Aycan, Eskin, & Yavuz, 2007). In line with the recent literature, this thesis primarily aims to examine the relationship between work-personal life interface (i.e., work-to-personal life conflict, personal life-to-work conflict, work-to-personal life enhancement and personal life-to-work enhancement), and employees' organizational attitudes (i.e., turnover intention and organizational commitment) and psychological well-being (i.e., life satisfaction and burnout).

Nowadays, competitive market conditions require employees to work extra hours, go beyond their job descriptions, and consider work related issues beyond their working hours (Spector et al., 2004). Such high demands naturally reduce the time and attention that are reserved for the family and the self. Thus, many of the work life balance studies in literature investigate the negative influence of work on personal and/or family life. Alternatively, recent literature indicates the positive side of the work life balance issue. Specifically, Frone (2003) suggested, "participation in one domain (home/work) is made easier by virtue of the experiences, skills, and opportunities gained and developed at the other domain (work/home)" (p.145). Similarly, the current study aims to understand the positive spillover (enhancement) between work and personal life domains, in addition to the negative spillover from these domains. This is in line with the Positive Psychology tradition led by Seligman (Seligman, 1998). Since there are evolutionary reasons such as urgency or the survival value of negative emotions, humans instinctively pay more attention to negative events rather than positive events (Seligman & Csikszentmihalyi, 2000). Possibly for this reason, until Seligman (1998) started the Positive Psychology movement with his research on happiness and optimism, psychology was mostly under the influence of a negativity bias. Eventually, the Positive Psychology movement spread to the organizational context and was named Positive Organizational Behavior (Luthans, 2002). Since then, employers and researchers have started to focus more on employee's well-being and the positive spillover between domains in order to increase productivity.

As opposed to the common sense, positive spillover among domains can coexist with negative spillover. In other words they are orthogonal constructs rather than the opposite ends of the same continuum (Wayne, Musisca & Fleeson, 2004). Hence, this study proposes that employees who report work-personal life conflict can simultaneously report work-personal life enhancement.

Changes in workforce characteristics and individualization have affected young employees more than others (Smith, 2010). Also, human resource practitioners increasingly face difficulties in managing the new generation, born between 1981 and 2000, which is often called 'Generation Y' (the term first appeared in August 1993 AD Age Editorial). Although many stereotypes have been attributed to this generation, the most popular one is sensitivity of work-life balance (Twenge, 2010). Since empirical results are limited in terms of the antecedents and consequences of work-life balance for Generation Y employees, the present study also aims to investigate whether or not generational difference moderate the relationship between work-personal life interface and employees' organizational attitudes and well-being.

The 'family' concept of Generation X and Generation Y is different and difficult to compare. Unlike most of the Generation X employees, Generation Y employees are generally single and do not have children. Although family issues are often considered in Industrial and Organizational Psychology (IO) studies, it is less common to focus specifically on the interaction between work and personal life domains. Recent studies indicate that not only employees with families but also single employees, single couples, and employees living with their parents, reported role conflict in their lives (Grant-Vallone & Ensher, 2001). We suggest that focusing on personal life rather than family life will be more appropriate for this study since it will explore the work life imbalance for different generations.

The current study is expected to contribute to literature in two folds. First, to best of our knowledge, it is the first study that addresses only personal life domain. Thus, it is expected to illustrate the importance of personal life domain in terms of employees` well-being and organizational attitudes. Second, the present study aims at extending the limited personal life literature by examining the positive spillover between work and personal life domains. Specifically, the current study examines the relationship of work-personal life

interface (work-to-personal life conflict, personal life-to-work conflict, work-to-personal life enhancement, personal life-to-work enhancement) with turnover intention (TI), organizational commitment (OC) and psychological well-being (a), and whether this relationship changes according to the generational difference or not (b).

The hypothesized conceptual model of the current study is shown in Figure 1.

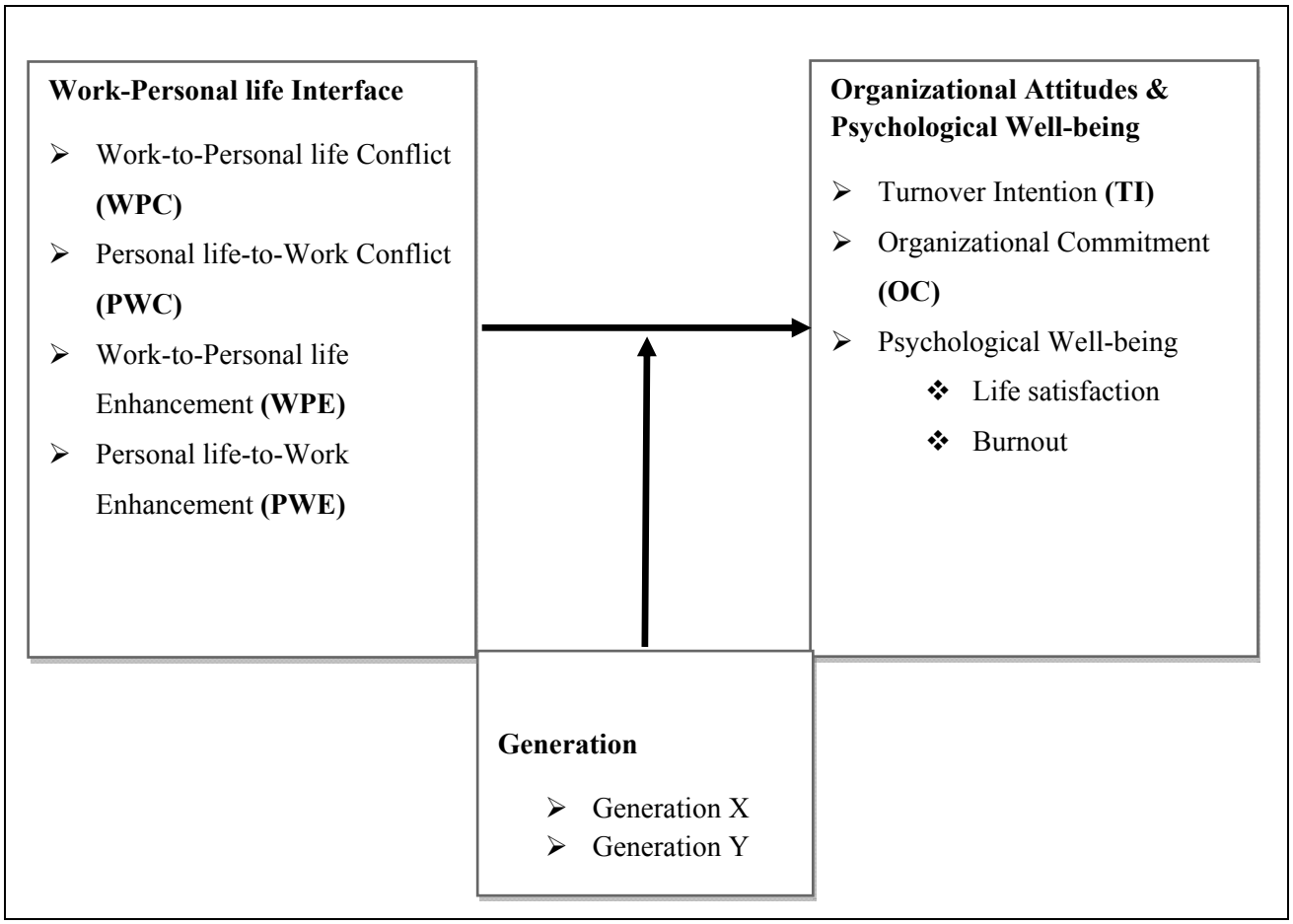

Figure 1. Hypothesized Conceptual Model.

CHAPTER 2

LITERATURE REVIEW

2.1. Work-Personal life Interface

Work-family conflict (WFC) is an important concept that has been widely investigated in work-life balance studies. WFC generally refers to the role conflict that is caused by incompatible role pressures stemming from work and family domains (Greenhaus & Beutell, 1985, p.79). This interference between family and work is bidirectional, such that work can interfere with family (WIF) and family can interfere with work responsibilities (FIW) (Gutek, Searle, & Klepa, 1991).

Previous research on work-life balance has generally focused on two major domains, namely, work and family. However, WFC literature has mostly overlooked the personal life domain. As the dynamics of family life and intimate relationships change with the rise of individualization, people have begun to consider their personal needs, desires and well-being in addition to the demands from their work and families (Charles & Harris, 2007). Moreover, the effect of individualization is claimed to be more apparent among young generations than elder generations (Charles & Harris, 2007). Since the importance of personal life domain is more significant for young employees, it is crucial to investigate the effects of personal life as well as work life.

An important study regarding personal life domain was conducted by Aycan, Eskin and Yavuz (2007). The researchers extended the WFC conceptualization and proposed a third component, “personal life”. More specifically, work, family, and personal life are considered as distinct spheres in employees` lives. According to their study, personal life refers to the needs that are not enforced by the family or the organization that one works for (e.g., reading books, meeting with friends, shopping). The term personal life also indicates fulfilling the needs of a person, which are not obligated by work, and family demands; in other words, it refers to an act of doing something just to satisfy ‘self’.

Even though previous studies did not specifically measure personal life domain, many of them focused on the non-work domain beyond the family domain (Fisher, Bulger & Smith, 2009). Allis and O’Driscoll (2008) separated the non-work domain into two distinct components, family life, and “personal benefit activities”. In their research, the term personal benefit activities include not only leisure activities (e.g., hobbies or sports) but also activities of personal development, spiritual involvement (e.g., religious activities) and voluntary work. They found that personal benefit activities, as well as family activities, have positive effects on individuals` well-being which suggests that personal life should be considered as a different component in employees` lives.

In addition to the non-work domain studies, some studies explore the relationship between work personal life domain and psychological well-being. (Grant-Vallone & Ensher, 2001, Erkovan, 2008). Interestingly, studies illustrate that while work-to-personal life conflict is significantly associated with psychological well- being, personal life-to-work conflict is not. Also, Erkovan (2008) studied the factors that led to work-family-personal life conflict (WFPC) and the relationship between psychological well-being and WFPC. According to the definition of WFPC there are six types of inferences: work interference with family (WIF),

work interference with personal life (WIP), family interference with work (FIW), family interference with personal life (FIP), personal life interference with work (PIW), and personal life interference with family (PIF) (Atik, 2009; Aycan, Eskin & Yavuz, 2007; Erkovan, 2008). Their findings showed that both Work Interferes with Family (WIF) and Work Interferes with Personal life (WIP) were experienced more than other types of WFPC. According to their conclusions, employees mostly delay their families' and personal needs in order to fulfill their work demands. Just as work takes priority over family and personal life in terms of meeting demands, family takes priority over personal life. In other words, a person who wants to fulfill family demands may sacrifice personal life demands. However, they indicate that sacrificing the 'self' domain negatively affects the psychological well-being of employees.

2.1.1. Studies on Work-Family Conflict and Enhancement

The work life balance literature acknowledges two distinct theories on work-family interaction. Kirchmeyer (1992) indicated that participation in non-work domains could either reduce work resources or expand the resources that are relevant for work. According to the scarcity model, an individual's personal resources such as time, energy and commitment are limited (Kirchmeyer, 1992). Therefore, "the more roles accumulated by an individual, the larger the possibility of resource depletion, role overload and inter domain conflict" (Gordon, Whealen-Berry & Hamilton, 2007, p.351). On the other hand, the expansion model of personal resources argues that an individual's personal resources are abundant and expandable (Frone, 2003; Greenhaus & Powell, 2006). Participation in multiple domains could enrich the personal resources that are relevant for work and non-work domains. In other words, skills and opportunities that are gained during work life can make employees

better family members and vice versa (Grzywacz, 2000). The expansion model, which refers to positive spillover among domains, has been an emerging topic in the literature.

Many terms are used interchangeably to describe the positive sides of work and family interaction namely, work-family positive spillover (Grzywacz & Marks, 2000), work-family enhancement (Kirchmeyer, 1992) and work-family facilitation (Chen, Powell & Greenhaus, 2009; Greenhaus, & Powell 2006; Wayne, Musisca, & Fleeson, 2004). We used the term "enhancement" to indicate positive spillover in the present study.

The relationship between work and family is bidirectional and multifaceted. Grzywacz and Marks' (2000) factor analysis indicated a four dimensional model including Work Family Conflict (WFC), Work Family Facilitation (WFF), Family Work Conflict (FWC) and Family Work Facilitation (FWF) as distinct constructs. Similarly, the concept of work-personal life interface in the present study is composed of four dimensions namely: work-to-personal life conflict, personal life-to-work conflict, work-to-personal life enhancement, and personal life-to-work enhancement.

Opposing the common belief, some researchers argued that work-family conflict and enhancement are orthogonal dimensions rather than opposite constructs, and can coexist (Wayne, Musisca and Fleeson, 2004). For instance, an employee who works longer hours might experience high levels of enhancement as well as high levels of conflict. Also, recent studies acknowledge that positive and negative spillover are different constructs and make independent contributions to the predicted outcomes (Frone, 2003; Grzywacz & Marks, 2000; Hetch & Boiess, 2009). In line with the literature, the present study assumes that conflict and enhancement are orthogonal dimensions, and an employee might experience conflict and enhancement simultaneously.

Similar to the conflict literature, positive spillover literature has also omitted the personal life domain. Thus, there is a clear need for research on work-personal life positive spillover among employees. The present study fills this gap by exploring the effect of work-personal life interface on employees' organizational attitudes and psychological well-being. Since the work-personal life literature is limited, recent work-family literature reviewed with respect to the organizational commitment, the turnover intention and the psychological well-being.

2.2. Organizational Commitment (OC)

Multiple definitions of organizational commitment generally focus on employees` attachment to the organization (Spector, 2008). Bateman and Strasser (1984) defined organizational commitment as "multidimensional in nature, involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership" (p.95). In the literature, organizational commitment is mostly measured as an attitudinal outcome that has been negatively associated with WFC (e.g., Allen, Herst, Bruck, & Sutton, 2000; Poelmans, O'Driscoll & Beham, 2005). This interaction was found for different occupations (e.g., Shaffer 1998) and for different cultures (e.g., Cohen & Shamai, 2010; Wang & Zhang, 2009).

Some researchers argue that organizational commitment is a single dimensional construct, whereas others divide commitment into three sub-dimensions. Meyer, Allen and Smith (1993) illustrated three types of commitment, namely a*ffective commitment* denoting an emotional attachment, *continuance commitment* indicating the costs associated with leaving the organization and *normative commitment* indicating the perceived obligation to stay within the organization. Although three dimensions of organizational commitment,

specifically affective, normative and continuance commitment represents overall organizational commitment, each of these three dimensions was shown to have a different interaction with work-life balance. Based on the work life balance studies in the literature, affective commitment was the most consistent outcome in IO studies, out of three components of commitment.

Even though affective commitment was the most consistent outcome in work life balance studies, findings have pointed out some contradictory results regarding the relationship between affective organizational commitment and WFC. Some studies indicate that neither WFC nor FWC correlates with affective organizational commitment (Gordon, Whelan-Berry & Hamilton 2007; Karatepe & Kılıc, 2009), whereas others show a negative correlation between affective organizational commitment and WFC (e.g., Allen et al., 2000; Geurts et al., 2003; Kirchmeyer, 1992, Thompson, Beauvais & Lyness, 1999). In addition to the negative association between WFC and affective organizational commitment, some studies found a positive association between WFC and continuance commitment (e.g., Casper, Martin, Buffardi, & Erdwins, 2008). According to Meyer et al.'s (2002) meta-analysis, affective commitment correlates negatively with WFC, whereas continuance commitment correlates positively with WFC. However, none of the studies indicate an interaction between normative commitment and work life balance.

The findings pertaining to the relationship between organizational commitment and positive spillover were more consistent than those pertaining to negative spillover. Specifically, studies showed that there was a positive correlation between WFE, FWE and affective organizational commitment (e.g., Balmforth & Gardner 2006; Fisher, Bulger & Smith, 2009; Karatepe & Magaji, 2009). In addition to the effect of family life domain, Cohen (1997) stated that the non-work domain also affects organizational commitment both

directly and indirectly. Researcher found that negative spillover was negatively related, and positive spillover was positively related to the commitment to the organization.

In line with the previous studies that revealed the effect of WFC on organizational commitment, it is proposed that experiencing work personal life conflict will negatively effect employees' affective commitment to their organization. In the present study, only affective commitment is used due to the limited empirical evidence regarding normative commitment and continuance commitment.

As previously discussed, WPC was negatively associated with affective commitment in the literature. According to the Social Exchange Theory (Emerson, 1976) as employees experience difficulty in balancing their work and personal life domains, they may perceive their organizations as being unsupportive. As a consequence, employees do not feel obligated to commit their organizations (Aryee, Srinivas & Hoon Tan, 2005). In contrast, it is expected that WPE and PWE are positively associated with affective commitment. The ability to balance personal life and work domains might enhance an employee's emotional response to the organization as an organizational commitment. In line with past researches, the hypotheses of this study are stated below:

H1a: WPC and PWC will be negatively associated with affective organizational commitment.

H1b: WPE and PWE will be positively associated with affective organizational commitment.

2.3. Turnover Intentions

Turnover intention refers to the "conscious and deliberate willfulness to leave the organization" (Tett & Meyer, 1993, p.260). Many studies in the literature examined turnover

intention to measure actual turnover behavior (Meyer, 2001). In line with the previous turnover literature, this study measures turnover intention instead of actual turnover behavior since the intention is the best indicator of the actual behavior.

Preventing high performance employees from leaving the organization is crucially important for companies; therefore, a considerable amount of research investigates turnover intention in order to understand the predictors. One of the predictors was work life imbalance; hence, the association between WFC and turnover intention has received much attention in the IO literature (e.g. Cohen, 1997). Studies establish a strong relationship between WFC and turnover intention (e.g., Ahuja, Chudoba & Kamar, 2007; Cohen, 1997; Gordon, Whealen-Berry & Hamilton, 2007; Haar, 2004).

The literature provides evidence for domain specific association between work-to family life conflict and turnover intention. Studies indicated a strong relationship between work-to family conflict (WFC) and turnover intention; however, no such relationship was observed for family-to-work conflict (FWC) and turnover intention (Greenhaus, Parasuraman & Collings; 2001; Haar, 2004). Similarly, Gordon, Whealen-Berry & Hamilton (2007) stated that when employees experience work-to-family negative spillover, they were more likely to withdraw from the work environment in order to eliminate the source of the problematic situations. On the other hand, when employees experience family-to-work conflict, quitting the job would not be appropriate since it may not affect the family demands that are interfering with work (Frone et al. 1992). In addition, some studies suggested that the relationship between work-to-family conflict and turnover intention was stronger when employees were family-centered, in other words when they valued their family roles over their work roles, their intention to quit became stronger (Carr, Boyar & Gregory, 2008).

Even though researchers have frequently studied work family enhancement and turnover intentions, the findings have been conflictive (e.g., Gordon, Whealen-Berry & Hamilton, 2007; McNall, Nicklin & Masuda, 2009). Several studies acknowledge the domain-specific effect work-to-personal life enhancement on turnover intentions (e.g., Haar & Bardoel, 2008). On the other hand, according to the enhancement theory, if employees experience enhancement, they are more likely to experience a positive inclination towards their work regardless of the source of the domain. In addition, according to the social exchange theory, employees who experience such enhancement might reciprocate not only with positive feelings but also with positive behaviors to the organization (Wayne, Grzywacz, Carlson & Kacmar, 2007). The enhanced skills and opportunities that are associated with work might encourage employees to stay with their current organizations (Haar & Bardoel, 2008). In line with the social exchange theory studies stated that both work-to-family enhancement and family-to-work enhancement were negatively associated with turnover intentions (Balmforth & Garder, 2006; Kinnunen, Feldt, Geurts, & Pulkkinen, 2006).

The present study proposes that WPE and PWE are negatively related to the employees' turnover intention. As employees experience enhancement among domains, it might dampen and buffer their intention to quit regardless of the source of the enhancement (i.e., WPE, PWE). On the other hand, consistent with the work family conflict literature, it is expected that if the source of the conflict originated in work (i.e. WPC), employees might have turnover intentions, whereas, if the source of the conflict originated in personal life (i.e. PWC) this relation cannot be observed. Specifically, it is hypothesized that:

H2a: WPC will be positively associated with turnover intention whereas PWC will not be associated with turnover intention.

H2b: WPE and PWE will be negatively associated with turnover intention.

2.4. Psychological Well-Being

Work environment contributes either negatively or positively to the physical and psychological health of employees. Longitudinal studies acknowledged that work-family imbalance might cause serious health problems (e.g., Frone, Russell & Cooper, 1997) and/or psychological disturbances (e.g., O'Driscoll, Brough & Kalliat, 2004). Also, recent meta-analyses indicated that many researchers found decreased psychological well-being as a consequence of work–family conflict (Allen, Herst, Bruck, & Sutton, 2000). Similarly, Lapierre and Allen (2006) found that when employees suffer from WFC, their psychological and physical well-being deteriorates.

In addition to the strong negative relationship between WFC and psychological well-being, some studies examine the relationship between work-family enhancement and psychological well-being. Kinnuenen et al. (2006) found that positive spillover between work and family is positively related to psychological well-being. However, they did not find a direct relationship between positive family to work spillover and psychological well-being. Nevertheless, Grzywacz (2000) pointed out that positive and negative spillover between work-to-family and family-to-work is independently associated with employees` psychological well-being. Their findings indicated that low levels of positive spillover from family-to-work, instead of high levels of negative spillover from family-to-work, are an important predictor of decreased psychological well-being.

Erkovan (2008) and Atik (2009) found a negative correlation between WFPC and indicators of psychological well-being. Erkovan (2009) also acknowledged that high levels of family interference with personal life (FIP) were associated with low levels of psychological well-being. The current study examines the relationship between work personal life interface and a variety of indicators of psychological well-being, such as life satisfaction and burnout.

2.4.1. Life Satisfaction

Life satisfaction is defined as an individual's overall assessment of his or her life that ranges from negative to positive (Diener, Suh, Lucas, & Smith, 1999). Life satisfaction is a variable that is mostly associated with WFC. The meta-analysis of Kossek and Ozeki (1998) indicated that regardless of the source of the conflict (whether WFC or FWC), there is a strong negative interaction between work life imbalance and life satisfaction. On the other hand, some studies revealed a domain specific interaction between conflict and life satisfaction. Specifically, Allen et al. (2000) indicated that only WFC is related to lower degrees of life satisfaction.

Furthermore, Fisher, Bulger and Smith (2009) illustrated the relationship between personal life domain and life satisfaction. Their results indicated a negative correlation between work-personal life conflict and personal life-work conflict and life satisfaction, and a positive correlation between work-personal life enhancement and personal life-work enhancement and life satisfaction. Also, other studies acknowledged that work-family enhancement is significantly and positively related to life satisfaction (e.g. Karatepe & Bekteshi, 2008). On the basis of these findings, in this study, it is hypothesized that employees report high levels of life satisfaction when they experience enhancement. On the other hand, when employees experience conflict (i.e. WPC or PWC) their life satisfaction will be decrease. Specifically:

H3a: WPC and PWC will be negatively associated with life satisfaction.

H3b: WPE and PWE will be positively associated with life satisfaction.

2.4.2. Burnout

Burnout is a distressed psychological state that an employee might experience after holding a job for some period of time (Spector, 2004). Allen et al. (2000) indicated that among the consequences of WFC with respect to psychological well-being (i.e., life satisfaction and marital satisfaction), burnout has the strongest relation. Since burnout was found to be an important aspect in employees` psychological well-being, the relationship between work-personal life interface and burnout was also investigated in current study.

According to the conflict approach, since time and energy are limited resources, employees who spent time for their personal life domain or work domain have less time and energy for their work or personal life (Brummelhuis et al., 2008). Therefore, it is assumed that not being able to balance work and personal life domains might increase employees' feelings of burnout. On the basis of the WFC literature in terms of burnout, we expected that both WPC and PWC negatively associated with burnout.

On the other hand, in line with the Social Exchange Theory, individuals who experience greater enhancement seem to reciprocate with more favorable attitudes toward the originating role (Mcknall, Nicklin &Masuda, 2009). Hence, it is proposed that the personal life domain might enhance employees' resources and energy for their work lives or vice versa which will eventually reduce the feelings of burnout. Therefore, the hypotheses regarding work-personal life interface and burnout are stated below.

H4a: WPC and PWC will be positively associated with burnout.

H4b: WPE and PWE will be negatively associated with burnout.

2.5. Generational Differences

A generation is defined as a group of individuals who are approximately the same age, go through similar experiences, and share a common history. In today's workforce, there are three generations namely, Baby *Boomers* (Boomers; born1946-1964), *Generation X* (Generation X, Xers; born 1965-1980), and *Generation Y* (also known as GenMe, Millennials and Generation WHY; born 1981-1999). Each generation is influenced by a wide array of forces (e.g., media, critical economic and social events, peers, and parents) that distinguish them from those who grew up in different times (Twenge, Campbell, Hoffman & Lance, 2010).

Employees coming from different generations also differ in their work values, beliefs, and behaviors (Twenge et al., 2010). Organizations should consider and respond different needs and expectations of their employees, which may enhance the workplace. However, these differences could cause conflicts in the workplace such as misunderstanding, miscommunication, and lower employee productivity (Kupperschmidt, 2000; Wong, Gardiner, Lang & Coulon, 2008). To reduce these unintended consequences in the workplace, practitioners try to extract the important characteristics of the new generation.

Although there are many opinions on what Generation Y employees value or prefer in the workplace, there are relatively few empirical studies that have investigated Generation Y employees' values (Deal, Altman & Rogelberg, 2010). Based on surveys, personal observations, and conferences (e.g. Peryon, Turkey, 2010) that are conducted by practitioners (e.g. GMAC, 2007 cited in Hershatter & Epstein, 2010), Generation Y employees primarily value work-life balance in their lives. Since the empirical data regarding Generation Y employees' work-life balance is limited, the current study aims to illustrate the effect of the generation, in the relationship between work-personal life interface and employees'

organizational attitudes and psychological well-being. As Generation X and Generation Y are the moderators in this research, the specific characteristics of Generation X and Generation Y will be discussed in the following section.

3.1.1. Generation X

Generation Xers are born roughly between 1965 and 1980. They have witnessed various catastrophic events that have taken place in different regions of the world such as the cold war, the fall of the Soviet Union, economic uncertainty, and (in Turkey) a military coup. Individuals from Generation X are generally defined as hard working and career oriented people. In other words, they "live to work" (Martin & Tulgan, 2001). Furthermore, the social change that followed industrialization had a big impact on women's roles within the family and the organizations (Harris, 2004). In work life, women have become as active as men; as a result, men's traditional responsibility of being the primary breadwinner in the family has changed to a dual-earner couple's phenomena (Prentice & Carranza, 2002). Adaptation to this change and lack of role models (i.e., dual earner parents) has caused some management problems between family and work domains in Generation Xer's lives (Parker, 2007).

Beutell and Witting-Berman (2008) studied the work-family conflict (WFC) and work-family enhancement for Generation Xers, baby-boomers, and previous generations from these, by using different samples from 1997 and 2002. They found that people are getting better at managing WFC and experience a higher work-family enhancement over time regardless of the generational difference. Interestingly, Generation X employees experience less work- family enhancement and high family-work conflict than older generations in that sample.

Unlike studies that are conducted across times, one-time span studies have methodological limitations in terms of comparing different generations' values with each other. Twenge et al. (2010) indicated that the generational differences could be isolated from the age differences by collecting data across times. Therefore, due to the previously explained methodological limitations the current study tests whether the relationship between work-personal life interface and employee attitudes and well-being change with respect to the generation, instead of testing the extent of generations' experience of conflict or /and enhancement.

3.1.2. Generation Y

Since the end of the twentieth century, a new generation, often called Generation Y or Millennial, has entered the workforce. The term "Generation Y" refers to individuals who were born between 1981 and 2000. Although it is not clear which historical events affected this generation most, the 9/11attack (especially for the USA), the Iraq war and rapid technological developments, such as the Internet, can be counted as important milestones (Parker, 2007) of this generation. Practitioners attribute many features to Generation Y employees such as being tech-savvy, well educated, ambitious, and team-work oriented. They also value society and have lower loyalty to the organization and higher turnover intentions than those of other generations (Martin & Tulgan, 2001; Meister & Willyerd, 2010). Furthermore, they value leisure time more than other generations (Twenge et al., 2010). The major difference between Generation Y and Generation X is that Generation Y employees perceive a job as a job, not as a career. Moreover, they work not only to earn their living but also to protect their work-life balance (Tulgan, 2009). Hershatter and Epstein (2010) indicate that technology may facilitate Generation Y's work-life balance by giving them an opportunity to work any time and place that is convenient to them. In sum, like other

generations, the new generation has unique aspects; therefore, practitioners usually suffer from managing or adapting them to classical work environments.

As described above, one of the most common stereotypes about Generation Y is that they primarily emphasize work-life balance. Hauw and Vos (2010) found that this generation has high expectations regarding work-life balance. Moreover, Parker (2007) examined the generational differences in terms of work-life balance. The author found that although there was no significant generational difference with regard to employees' perception of work-life balance, there is a trend towards a better balance in the younger generation congruent with popular thought. Results indicated that Generation Y employees try to avoid work family conflict more than Generation X employees. Thus, Generation Y employees might be considered to be more sensitive to work-personal life conflict compared to Generation X. Also, if Generation Y employees experience WPC, their intention to quit will be higher compared to Generation X.

The other common stereotype is that Generation Y employees have low commitment to the organization; in other words, they are seen as "job hoppers". Ng et al. (2010) found that Generation Y employees do not want to stay with an organization for a long term. According to Cennamo and Gardner's (2008) cross-sectional study, Generation Y is more likely to leave an organization than other generations. They argue that Generation Y employees place more importance on freedom and autonomy than other generations. Therefore if Generation Y employee cannot find these values in their organizations, they will seek out other job opportunities that supply them freedom and autonomy. Additionally, there is no significant generational difference for affective commitment. According to Twenge's (2010) review, Generation Y expresses a weaker work ethic and higher individualistic traits than other

generations. The main problem for these studies is that they cannot differentiate whether this difference is due to age and career stage or due to generational differences.

Although both popular literature and empirical studies indicate that Generation Y values work-life balance more than other generations, there is no study that directly addresses the consequences of work-personal life conflict or work-personal life enhancement for Generation Y employees. Therefore, the current study will address this gap. In this study we expect that when Generation Y employees experience WPC or PWC their intention to quit will be higher than Generation X employees since Generation Y employees give priority to their work-life balance. On the other hand, due to similar reasons, if Generation Y employees experience WPE or PWE, their commitment to the organization and psychological well-being will be higher compared to Generation X employees.

H5: All the aforementioned relations in H1a to H4b are expected to be stronger for Generation Y than Generation X employees.

CHAPTER 3

METHOD

3.1. Item Development for Work-Personal Life Enhancement Scale

This study aims to develop a new work-personal life enhancement scale. In order to substantiate these claim, first, semi-structural interviews were conducted, then the items developed according to these interviews. Third, a pilot test was conducted to assess the validity and reliability of the new scale.

Semi-structured interviews were developed based on the review of the positive spillover literature (i.e. Fisher, Bulger and Smith, 2009). The questions include both `work-to-personal life enhancement` and `personal life-to-work enhancement` dimensions. Fifteen white-collar employees from different occupations participated in the interviews. The participants were chosen from urban, middle- and middle–upper-class professionals from both public and the private sectors in Turkey. The mean age of the participants was 32 with an average tenure of 12 years. 57% of this sample was male and 48% belonged to Generation X according to their ages (i.e. born before 1980). The detailed demographic characteristics of the interviewees can be seen in Appendix A.

Interviews were recorded with participants' permission and transcribed for analysis. The interviews lasted approximately 10 to 20 minutes. Interviewees were asked to respond the following questions.

The first question of the interview was “Are you able to do something for yourself regardless of your family and work demands? If your answer is yes what do you do? If your answer is no, what are the possible barriers that prevents you?” All participants indicated that they were able to do something for their personal lives. However, three of the participants reported that sometimes they had difficulty in balancing their lives due to their spouses’ demands. The personal life activities that were frequently mentioned by both generations were doing sport and meeting with friends. In addition to these activities Generation Y employees reported dancing, going to the cinema, drinking alcohol, and shopping; whereas Generation X employees reported going to personal development courses, playing cards, and watching TV as personal life activities. Detailed information about the personal life activities is summarized in Appendix B.

The second question was asked for identifying the positive effects of work acquisitions to personal life. Participants mostly reported that their work life leads them to be patient and organized in their personal lives. Work life also provides networking, and material contribution (i.e. money) for their personal life activities. Furthermore, some participants stated that their work life, improves their communication skills self-esteem which are essential personal traits. Details of the answers can be seen in Appendix C.

The third question was asked for identifying the positive effects of personal life acquisitions to work life. The elicited answers on the basis of the interviews are “My personal life reduces the stress that I experience in the work”, “My personal life increases my job motivation”, “Personal life activities reduce the monotony of work life”, “My personal life gives energy to do my job”, and “The social network that I acquire in my personal life, has a positive effect on my work life”. The details of the answers can be seen in Appendix D.

According to the interviews, employees were able to spend time on their personal life and report positive spillover from their work to personal life and personal life to work life. The most common answers were: networking, increase well-being, and provide new opportunities (e.g., money) for both work-to-personal life and personal life-to-work positive spillover.

3.2. Pilot study

A total of 30 items were generated on the basis of semi-structured interviews with employees and Fisher, Bulger and Smith (2009) work non-work enhancement scale. Following the item generation, the researchers and colleagues evaluated the items for the face and content validity of the scale. 10 items were eliminated due to repetitive content and the remaining 20 items were used in the subsequent analysis.

After item generation step, a pilot study was conducted with Twenty-eight employees to assess the reliability of adapted and newly generated items. The sample was gathered from Istanbul and Ankara using personal contacts via online survey system named Qualtrics. This online survey system was chosen due to the agreement of the Koc University. The demographic characteristics of the sample were presented in Appendix E. There was an open-ended comment and recommendation part at the end of the survey to get feedbacks. Negative feedbacks were received regarding the length of the survey and positive feedback was received about the user-friendly interface of online system. Since the scales in this survey were scientifically validated (see Appendix F), it was not possible to make the survey shorter. Thus, the length of the survey remained the same.

3.2. Main Study

3.3.1. Participants and Procedures

Data were collected from 424 white-collar employees with different occupations, sectors, and cities (i.e., Ankara, Istanbul, Izmir) in order to increase the variability in the study. All participants were only required to work actively either in an organization or their own business. Participants were recruited through two ways. First, personal contacts with appropriate qualifications asked to fill the survey. As the second way, snowball sampling technique was used.

Data, which were recruited by snowball sampling technique and personal acquaintances, were collected though online system (Qualtrics) as well as paper-pencil form. The majority of the surveys (N=372) were completed online. All together, 424 scales were used in the analysis. Table 3.1 represents the demographic characteristics of the total sample.

3.3.2 Measures

The questionnaires used in the present study consisted of a demographic information scale and eight other scales: turnover intention, organizational commitment, life satisfaction, burnout, and work personal life interface scale (see Appendix G).

Work-Personal life Interface: Work-personal life interface was assessed by 20 item-measure developed for the current study. The scale composed of four sub-scales namely, work-to-personal life enhancement, personal life-to work enhancement, work-to personal life conflict, and personal life to-work conflict. The confirmatory factor analysis for the work personal life interface scale was presented in the results section.

Work-to-Personal life Conflict (WPC). Work–to-personal life conflict included 5 items from Erkovan (2008). A sample item was “The demands of my work interfere with my

personal life". Higher scores indicated that individuals were experiencing high levels of work-to-personal life conflict. The reliability of the WPC for this study was α=.88.

Personal life-to-Work Conflict (PWC). Personal life-to work conflict scale included 5 items. A sample item was "I have to put off doing things at work because of my personal demands". Three more items were added in this study to improve the reliability and validity of the measure. Higher scores obtained in this scale mean higher levels of personal life-to-work conflict. The reliability of the PWC scale was α=.85

Work-to-Personal life Enhancement (WPE). WPE scale included 6 items. A sample item was "My work facilitate to fulfill my personal needs and desires". Higher scores indicated that employees were experiencing high levels of work-to-personal life enhancement. The Cronbach alpha was found to be α=.71.

Personal life-to-Work Enhancement (PWE). Personal life to work enhancement dimension included 4 items. Items were designed to measure positive spillover from personal life to work life (e.g., My personal life activities, reduces my work stress). Higher scores indicate high levels of personal life-to-work enhancement. The Cronbach alpha was found to be α=.65.

Burnout. Burnout was measured by the Maslach Burnout Inventory (MBI) (Maslach& Jackson, 1981). It was adapted to Turkish by Ergin (1992) with a reliability of α=.83. This measure is comprised of 22 items and has three subscales. In this study, the Emotional Exhaustion (EE) subscale (9 items) was used to assess the burnout level of the participants. A 5-point Likert-type scale was used (0=never, 4= Always). Higher scores indicated that person suffered from higher burnout. An example item was "I feel emotionally drained by my work". The reliability of the scale for the present sample was α=.91

Life satisfaction. In order to assess participants' life satisfaction Diener, Emmons, Larsen and Grifffi's (1985) life satisfaction scale was used. The scale was adapted to Turkish by Köker (1991) with a reliability of α=.87. The scale consists of 5 items and a Likert scale ranging from 1 "strongly disagree" and 6 "strongly agree'. Higher scores corresponded to higher satisfaction with life (e.g., My life conditions are perfect). The reliability of the scale for the present sample was α=.82.

Organizational Commitment (OC). Affective commitment was assessed by the measure developed by Allen and Meyer (1990) and adapted Turkish by Wasti (2003). Affective commitment scale that used in the current study had 8 items. Sample item for affective commitment scale was "I really feel as if this organization's problems are my own". Participants asked to rate their answers using a 5-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree". Higher scores indicate higher levels of affective commitment. The reliability of the scale for the present sample was α=.87.

Turnover intention (TI). Turnover intentions were assessed by the measure developed by Camman, Firchman, Jenkins and Klesh (1979) and adapted Turkish by Dumani (2007). The scale composed of 4 items. The example items were as follow "I consider looking for a new job next year", "I often think about quitting my job". " Participants answered the questions on a 5-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree". Higher scores indicated higher intention to quit the organization. The reliability of the scale for the present sample was α=.88.

Generation. Generation differences assessed with two different methods, namely year of birth and specific features of participants. First, participants were grouped into two categories according to their ages. Participants who born between 1980 and 2000 were named Generation Y and born between 1960 and 1980 were named Generation X. Second, 12 key

adjectives (6 features for Generation X and 6 features for Generation Y) were elicited based on the relevant literature. Example features for Generation Y as follow “I am tech-savvy”, “I wish I have flexible work hours”; for Generation X “I have committed to my company”. Participants were asked to select 5 features among these 12 items. Participants who born after 1980 and select at least 3 Generation Y features, considered as Generation Y. On the other hand, if participants born between 1960 and 1980, and select at least 3 Generation X features then, these participants were considered as Generation X. In our analysis we found that participants did not choose different adjectives according to their age cohort. Therefore we decided to use the age criterion to group participants into Generation X and Y to be consistent with the literature (Twenge, 2009).

Demographics: Participants were asked to report their gender (“ 1 = male, 2 = female”), education level (Coded as from ‘1=high school to 4 = Graduate”), marital status (“1 = single 2 = married”), number of children, type of workplace (coded as “1 = employee 2= Business owner”), work schedule (coded as “1 = full time 2= part time”), tenure (years), socioeconomic status (Coded as from “1 = low SES to 5 = upper SES).

Table 3.1
Demographic Characteristics of the Participants (N=424)

Age (years)	M	35.32
	SD	10.8
Gender (%)	Male	49.4
	Female	50.6
Generation (%)	Generation X	47.8
	Generation Y	52.2
Education (%)	High school	4.3
	Associate degree	4.3
	University	57.6
	Graduate	33.8
Marital Status (%)	Single	52.5
	Married	47.5
Number of Children	M	1.27
	SD	0.97
Self-report SES (%)	Low	3.3
	Lower-middle	8.8
	Middle	6.7
	Upper-middle	46.3
	Upper	34.9
Tenure (years)	M	11.14
	SD	10.7
Work Schedule (%)	Full-time	93.6
	Part-time	6.4
Type of Workplace (%)	Employee	94
	Business Owner	6

CHAPTER 4

RESULTS

The main purpose of this study was to investigate the effect of work-personal life interface (conflict and enhancement) on turnover intention (TI), organizational commitment (OC), and psychological well-being (i.e. burnout and life satisfaction). The secondary aim was to explore whether generational differences moderate this relationships or not.

Prior to testing the hypotheses CFA was conducted to test the validity of work-personal life interface scale which was composed of work-to-personal life conflict (WPC), personal life-to- work conflict (PWC), work-to- personal life enhancement (WPE) and personal life-to-work enhancement (PWE) subscales.

4.1. Confirmatory Factor Analysis for Work-Personal life Interface Scale

Confirmatory factor analyses were performed using AMOS 17 (Arbuckle, 2008) with Maximum Likelihood (ML) estimation. In order to eliminate missing data 11 cases were deleted and CFA were run with 405 cases, which did not contain missing data. The CFA model was presented in Figure 2. The variables depicted in circles represent latent variables and variables in rectangles represent measured variables.

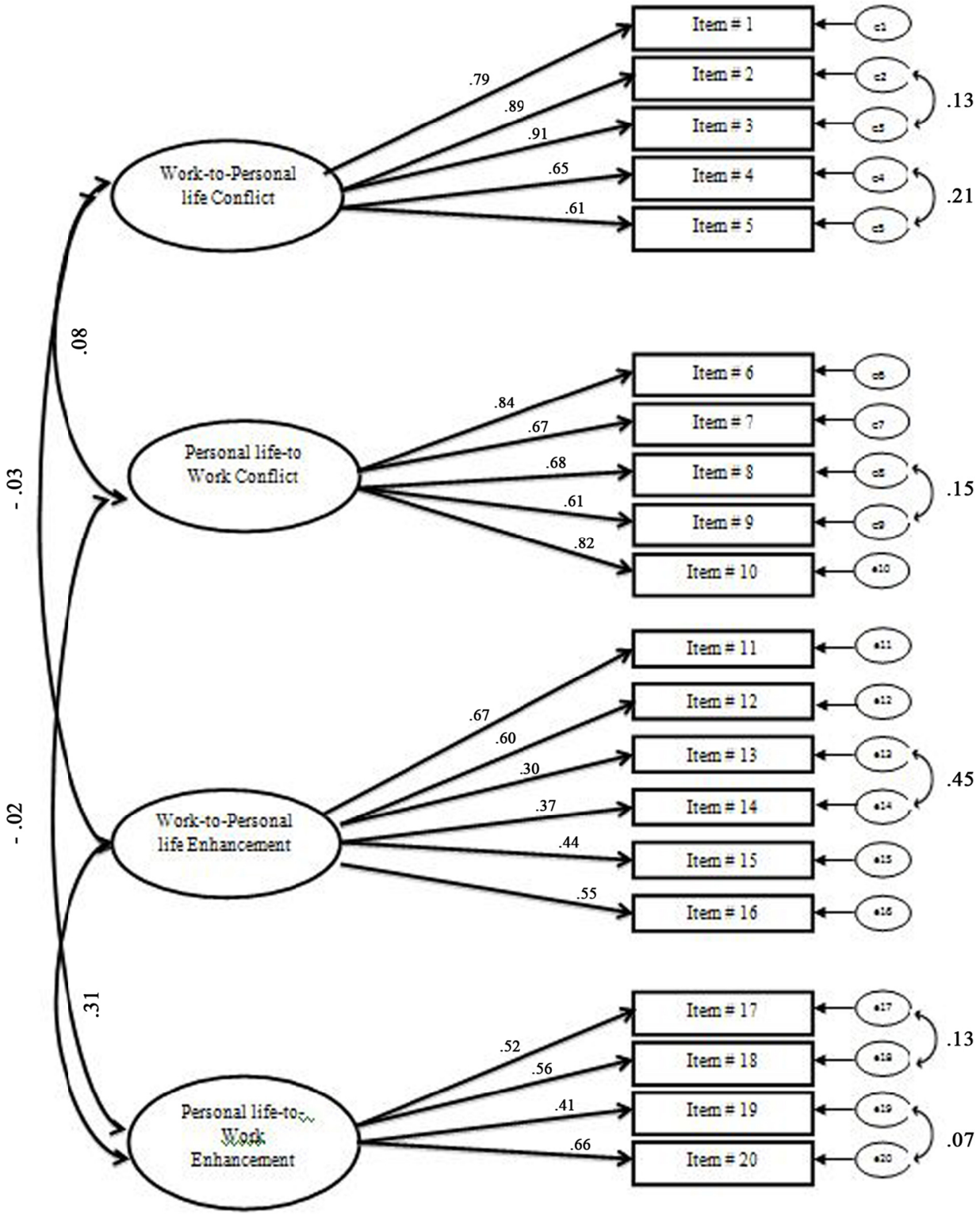

Figure 2. CFA model for Work-Personal life Interface Measure

CFA results provided support for the four-factor work personal life balance model with χ^2 /df ratio = 1.94 GFI = .93; AGFI = 91; CFI = .95; NFI = 90; and RMSEA = .04. Competing model with all enhancement items and conflict items loading on one latent factor was also tested (two factor model). That two-factor model did not fit the data well (χ^2 /df ratio = 5.43 GFI = .82; AGFI = 77; NFI = 71; CFI = .75; and RMSEA = .04). χ^2 difference test also indicated that the four-factor model fit the data significantly ($p<.05$) better than two-factor model (See Table 4.1.1). Hence, the four-factor model was used for the rest of the analyses. The items of the 4-factor model with standardized factor loadings are presented in Table 4.1.2. All items loaded to the respective latent factors with factor loadings ranging between .30 and .89; thus all the items were included in the further analyses. In addition, multiple group CFA was also performed in order to test whether factor structure of work-personal life interface scale differs between Generation X and Generation Y. The results of the multiple group CFA were provided in Appendix H and Appendix I.

Table 4.1.1

Model fit Comparisons for Confirmatory Factor Analysis of Work-Personal life Interface Scale (N = 405)

	χ2	df	χ2 /df	P	GFI	AGFI	CFI	NFI	RMSEA	Δ χ2	Δdf	p
Two-factor Model	964.372	163	5.43	.00	.82	.77	.75	.71	.04			
Four-factor Model	309.956	160	1.94	.00	.93	.91	.95	.96	.04	654.416	3	.00

Note .χ^2 = Chi Square, DF = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, CFI = Comparative Fit Index, NFI = Normed Fit Index, RMSEA = Root-Mean-Square Error of Approximation.

Table 4.1.2

Confirmatory Factor Analysis for Work-Personal life Interface Scale

	Factor loadings			
Items	WPC	PWC	WPE	PWE
1. My work demands, prevents my personal life	.79			
2. The time spent in work, makes difficult to fulfill my personal needs and desires	.89			
3. I'm delaying my personal desires because of my responsibilities at work	.91			
4. I'm changing my personal needs and desires, because of my work demands	.65			
5. The pressure in work, prevents my personal needs and desires	.61			
6. The time I spend in my personal life time, limits my work time		.84		
7. The things that I do in my personal life, makes difficult to perform my work responsibilities		.67		
8. The energy that I spend in my personal life, lowers my work efficiency		.68		
9. The time I spend in my personal life, prevents me to do the extra activities which may improve my skills in work		.61		
10. The time I spend in my personal life, makes difficult to getting my work done		.82		
11. The things that I do for my personal life, boosts my creativity at work			.67	
12. My work life helps me to fulfill my personal needs and desires			.60	
13. My job network increases my awareness in activities, trends etc.			.30	
14. My work life, enhances my personal life network			.37	
15. Material contributions that I obtain via work, provides opportunities for the things in my personal life			.44	
16. The skills that I gain at work, helps me in dealing with my personal problems			.55	
17. My personal life activities, reduces my work stress				.52
18. The time I spend for my personal life helps me relax				.56
19. The things that I do in my personal life, provides benefits for my work life				.41
20. The time spend in my personal life time, increases my focus on work				.66

Note. WPC=Work-to-personal life conflict PWC = personal life-to- work conflict WPE = work-to-personal life enhancement PWE = Personal life-to-work enhancement.

4.2. Descriptive Findings

The means, standard deviations and correlations among the study variables and demographics were presented in Table 4.2.

The correlation analyses revealed that work-to-personal life conflict (WPC) score and work-to-personal life enhancement (WPE) score was significantly correlated with all outcome variables in the study. On the other hand, low correlation was observed when the source of the conflict and enhancement was personal life (i.e. PWE and PWC).

The descriptive results showed that PWE have highest prevalence while PWC had lowest prevalence in means of work personal life interface. Specifically, mean comparisons test suggest that employees experience more personal life-to-work enhancement (PWE) than work-to-personal life enhancement (WPE) and more work-to-personal life conflict (WPC) than personal life-to-work conflict (PWC). Among the outcomes, affective commitment had the highest mean, while turnover intention had the lowest mean.

The correlation between work-personal life conflict and work-personal life enhancement is quite low (.10) that indicates those concepts were orthogonal rather than opposite constructs of the same continuum.

Table 4.2

Means, Standard Deviations and Correlations among the Study Variables

Variables	*N*	Mean	SD	1	2	3	4	5	6	7	8
1. WPC	419	3.07	.89	-							
2. PWC	419	2.08	0.74	-.15**	-						
3. WPE	419	3.7	0.59	-.10*	-.07	-					
4. PWE	419	3.87	0.65	-.08	-.08	.59***	-				
5. Affective Commitment	419	3.24	0.87	-.20***	-.06	.10*	.06	-			
6. Turnover Intention	419	2.42	0.99	.23***	.10*	-.19***	.01	-.63***	-		
7. Life satisfaction	419	3.17	0.69	.17**	-.07	.23***	.17***	.20***	-.24***	-	
8. Burnout	419	2.5	0.84	.41***	-.09	-.19***	-.08	-.48***	.57***	-.31***	-
9. Age (years)	419	35.32	10.8	-.19***	-.04	-.09	-.05	.28***	-.16***	-.06	-.06
10.Years of Education	419	15.54	1.64	.07	.04	-.04	.01	-.08	.07	.08	-.06
11.Tenure (years)	412	11.14	10.7	-.16***	-.04	.10**	-.02	.28***	-.20***	.07	-.09
12.Number of children	178	1.27	.98	-.09	-.01	.10	-.04	.24**	-.13	-.12	-.11

*Note. *p<.05, **p<.01, ***p<.001.* WPC = Work-to-personal life conflict, PWC = Personal life-to-work conflict, WPE = Work-to-personal life enhancement, PWE = Personal life-to-work enhancement.

Table 4.2

Means, Standard Deviations and Correlations among the Study Variables

Variables	*N*	Mean	SD	9	10	11	12
1. WPC	419	3.07	.89				
2. PWC	419	2.08	.74				
3. WPE	419	3.70	.59				
4. PWE	419	3.87	.65				
5. Affective Commitment	419	3.24	.87				
6. Turnover Intention	419	2.42	.99				
7. Life satisfaction	419	3.17	.69				
8. Burnout	419	2.50	.84				
9. Age (years)	419	35.32	10.80	-			
10.Years of Education	419	15.54	1.64	-.15**	-		
11.Tenure (years)	412	11.14	10.70	.94***	-.14**	-	
12.Number of children	178	1.27	.98	.59***	-.30***	.54***	-

*Note. *p<.05, **p<.01, ***p<.001.* WPC = Work-to-personal life conflict PWC = Personal life-to-work conflict WPE = Work-to-personal life enhancement PWE = Personal life-to-work enhancement.

Among the demographic variables, marital status of the employees were related to the work-to-personal life conflict $F(1,416)= 7,39,\ p\leq.01$ and personal life-to-work conflict $F(1,416)= 6,69,\ p\leq.01$ which means that married employees reported less conflict compared to unmarried ones. In addition, unmarried employees report more turnover intention $F(1,414)= 11,39\ p<.01$, less life satisfaction $F(1,416)= 10,70\ p<.01$, and less affective commitment $F(1,411)= 15,27,\ p<.01$ compared to married employees. Also, gender was significantly related with only affective commitment, $F(1,414)=4,23,\ p<.05$.

Participants were grouped into two categories, which are Generation X and Generation Y according to their ages. Generation was significantly related to work personal life conflict $F(1,397)= 141,82,\ p<.01$. Specifically, Generation Y employees experienced more conflict compared to Generation X employees. Also, Generation Y employees have higher turnover intentions $F(1,396)= 17,36,\ p<.01)$ and lower organizational commitment $F(1,395)= 40,38,\ p<.01$ compared to Generation X employees.

Since any of the demographic variables, were not systematically correlated with the study variables, they were not controlled in further analyses of the study.

4.3 Model Testing

The conceptual model (see Figure 3) suggests that work personal life interface (WPE, PWE, WPC, PWC) has a direct effect on turnover intention, organizational commitment, and indicators of psychological well-being, namely burnout and life satisfaction.

We tested the hypothesized model with structural equation modeling (SEM) analysis using AMOS 17 software. SEM has multiple advantages. It allows simultaneous estimation of all coefficients in the model without further simplification (Byrne, 2001; Kline, 2005). Hence, statistical significance of any variable could be tested within the structural model

(Dion, 2008). Moreover, SEM uses latent variables to estimate and remove any measurement error, rendering any theoretical relationships between variables, free of measurement error (Dion, 2008; Tabachnick & Fidell, 2007).

Several fit indices were used to evaluate the model fit. Since each test has relative strengths and weaknesses over others, our evaluation relies on multiple tests. Chi-square tests represent the discrepancy between the observed covariance matrix and the predicted covariance matrix (Jöreskog & Sörbom, 1982). A value less than 3 is favorable for the model. One caveat of these tests is that they are not reliable when the sample size exceeds 200 (Albright & Park, 2006; Tabachnick & Fidell, 2007). Also, Goodness of fit index (GFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA), Normed fit index (NFI), Incremental fit index (IFI), Comparative fit index (CFI) were used to assess the model. CFI, IFI, NFI, GFI, AGFI values greater than .90 are often indicative of a good fit whereas values close to 0 indicates a poor fit (Hu & Bentler, 1999).

4.3.1. Testing the Path Model

There were 11 missing data for the enhancement scale, as the system does not allow a participant who cannot balance her work and personal life to answer the enhancement questions. After eliminating those 11 observations, SEM analyses were conducted with 405 employees using maximum likelihood estimation.

Regression weights indicated that the path between PWC and commitment, turnover intention, burnout and life satisfaction, the path between PWE and commitment, burnout and life satisfaction were insignificant. Next, parameters that were not statistically significant were constrained to zero. These parameters were indicated with dashed lines in Figure 3. Model trimming resulted in a slight improvement in the model fit (See Table 4.3.1) and fit indices (χ^2 /df ratio = 1.74: GFI = .99, AGFI = 96; CFI = .99; NFI =.97, RMSEA=04).

Table 4.3.1

Goodness of Fit Indices for the First and Second Models for the Total Sample (N = 405)

	χ2	df	χ^2 /df	p	GFI	AGFI	CFI	NFI	RMSEA	Δ χ2	Δdf	p
Initial Model	14.29	5	2.86	.00	.99	.91	.98	.97	.07			
Adjusted Model	20.94	12	1.74	.05	.99	.96	.99	.97	.04	6.65	7	.05

Note. χ^2 = Chi Square, DF = Degrees of Freedom, GFI = Goodness of Fit Index, AGFI = Adjusted Goodness of Fit Index, CFI = Comparative Fit Index, NFI = Normed Fit Index RMSEA = Root-Mean-Square Error of Approximation.

The standardized beta coefficients in the Work-Personal life Interface model are presented in Figure 3 and Table 4.3.2. Hypothesis 1a suggested that work-to-personal life conflict and personal life-to-work conflict would be negatively associated with organizational commitment. SEM results partially confirm the hypothesis that WPC was significantly related to organizational commitment. Particularly, as employees experience more work-personal life conflict, their commitment to organization decreases. On the other hand, personal life-to-work conflict was not significantly related to organizational commitment.

Hypothesis 1b stated that work-to-personal life enhancement and personal life-to-work enhancement were expected to be associated (positively) with organizational commitment. Results suggested that work-to-personal life enhancement was positively related to organizational commitment, whereas personal life-to-work enhancement was not related to organizational commitment. In other words, experiencing work-to-personal life enhancement increases employees' commitment to organization.

Table 4.3.2

Path Coefficients fort he Work-Personal life Interface Model (N= 405)

	Unstandardized Beta coefficients	*SE*	*Standardized Beta coefficients*
WPC→ Commitment	-.18***	.05	-.19
WPC→ Turnover Intention	.25***	.05	.22
WPC→ Burnout	.37***	.04	.40
WPC→ Life Satisfaction	-.12**	.04	-.15
WPE→ Commitment	.28***	.07	.20
WPE→ Turnover Intention	-.38***	.09	-.23
WPE→ Life Satisfaction	.24***	.05	.22
WPE→ Burnout	-.31***	.09	-.15
PWE→ Turnover Intention	.17**	.07	.11

*Note.*p<.05 **p<.01 ***p<.001.*

Hypothesis 2a predicted that WPC was expected to be positively associated with turnover intention whereas PWC will not. SEM results confirmed the hypothesis. WPC was positively related to the turnover intention whereas PWC was not significantly related to turnover intention. More work-to-personal life conflict goes hand in hand with more intentions of turnover.

As Hypothesis 2b suggested, work-to-personal life enhancement and personal life-to-work enhancement were negatively associated with turnover intention. Results partially confirmed the hypothesis that WPE would be negatively related to turnover intention. However, contrary to the initial expectations, PWE turned out to be positively related to employees' turnover intention. Whenever work life has positive spillovers to personal life, employees' intention to quit decreases. On the other hand, as employees personal life-to-work enhancement increase, their turnover intentions will also increase.

Hypothesis 3a proposed that WPC and PWC were negatively related to life satisfaction. Results indicated that while WPC had significant negative relation to life

satisfaction, PWC had no association with life satisfaction. Specifically, employees, who have high levels of WPC, have lower levels of life satisfaction.

In Hypothesis 3b, it was expected that WPE and PWE were positively associated with life satisfaction. Results partially support the hypothesis. As hypothesized, WPE was positively associated with life satisfaction, whereas PWE had no association with life satisfaction. Higher levels of WPE correspond to higher levels of life satisfaction.

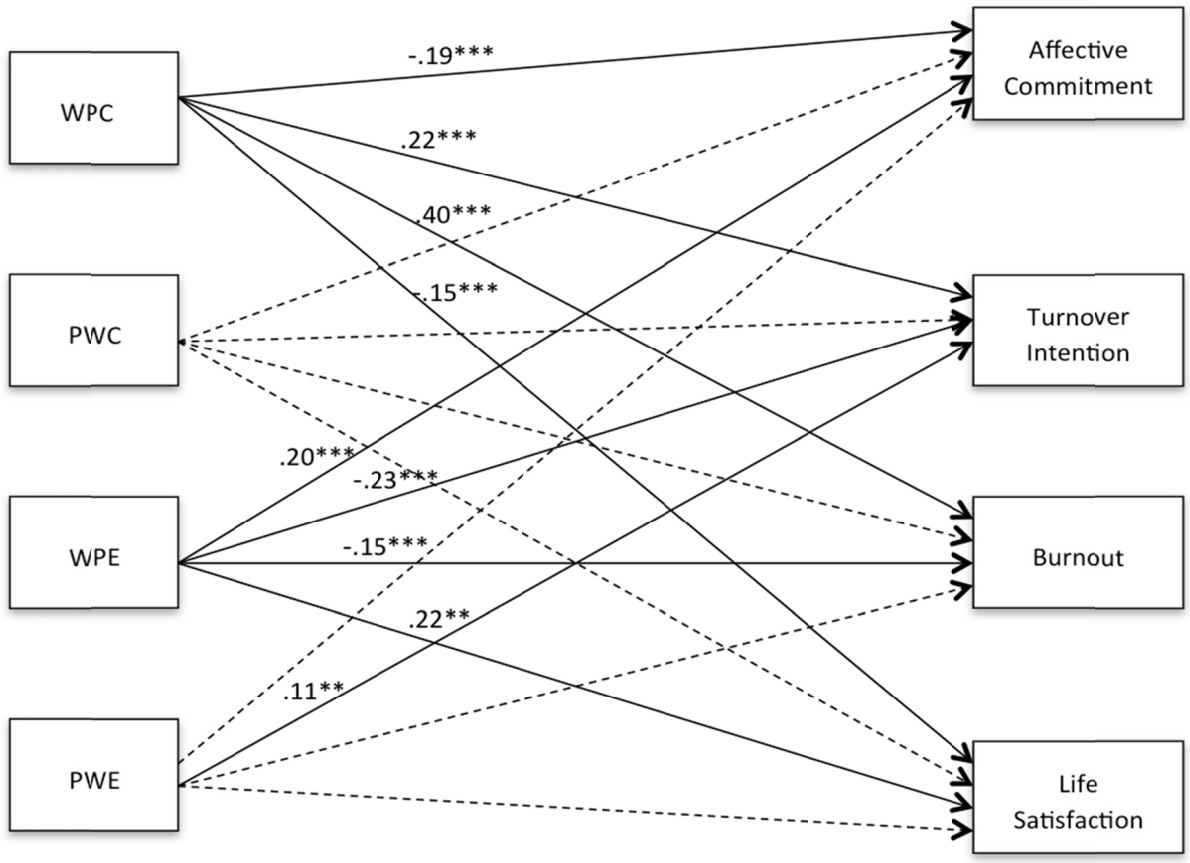

Figure 3. Standardized Path Coefficients for Work-Personal life Interface Model (*N*=405)

*Note. *p<.05 **p<.01 ***p<.001.*

As stated in Hypothesis 4a, WPC and PWC were expected to be positively associated with burnout. SEM results revealed that WPC was positively related to burnout, whereas PWC was not. Thus, work-to-personal life conflict affects employees feeling of burnout.

Furthermore, Hypothesis 4b suggested that WPE and PWE were expected to be negatively associated with burnout. As anticipated, WPE negatively associated with burnout, whereas PWE was not related to burnout. Employees, who experienced higher levels of WPE, have lower levels of burnout.

4.4. Testing the Generational Differences

In order to test whether the parameters were equal across generations or not (i.e. Hypothesis 5), we used the standard procedure of multi-group nested model testing. Although the path coefficients were differed across generations (see Figure 4), the overall model was not statistically different from the default model (χ^2 /df ratio = 1.17: GFI = .98, AGFI = 95; CFI = .99; NFI =.96; RMSEA=.02). The nested model comparisons results are presented in Table 4.4.1. Overall, generational differences were not the driving factor for the relationship between WPC, PWC, WPE, PWE and turnover intention, affective commitment, burnout, and life satisfaction. Therefore, Hypothesis 5 was rejected.

The final version of all hypotheses is in Table 4.4.2.

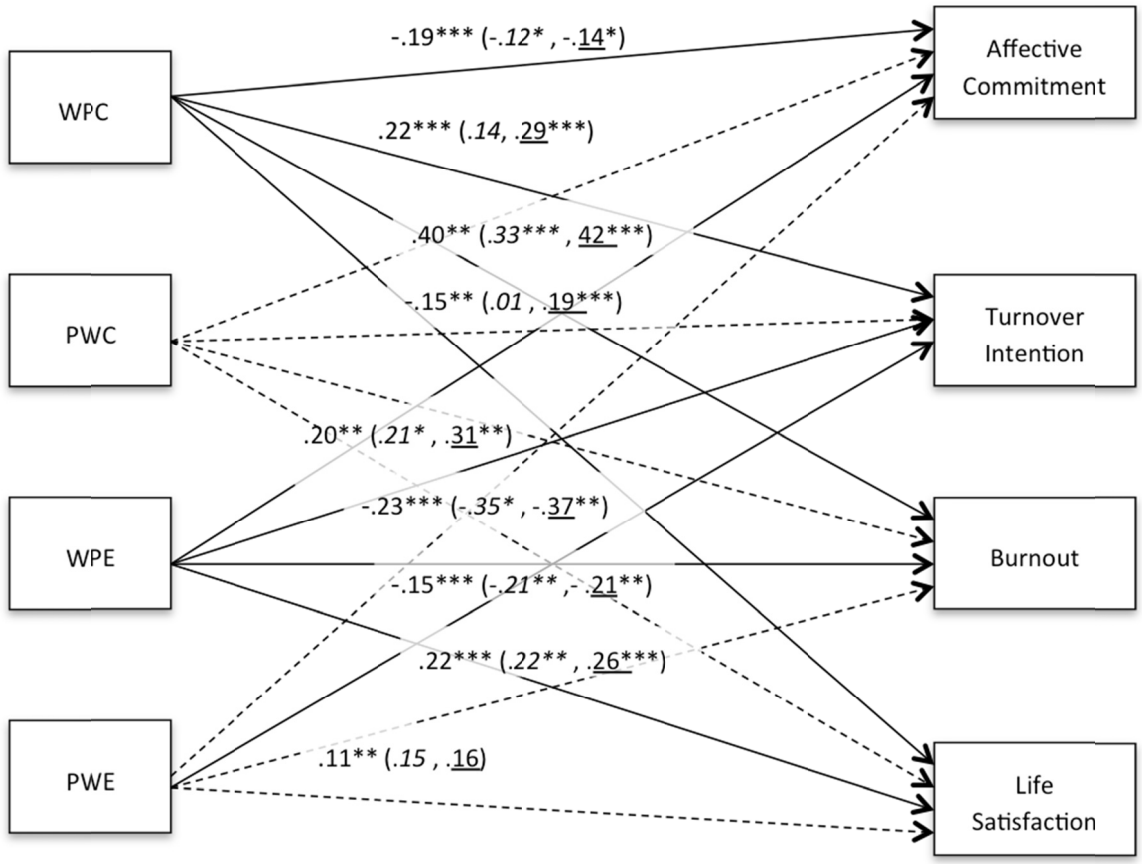

Figure 4. Work-Personal life Interface Model

Note. Standardized path coefficients for Generation Y (underlined) and Generation X (*italic*).

Table 4.4.1
Nested Model Comparisons

Model #	$\chi 2$	df	P
Model 1 (The effect of WPC on AC)	.03	1	.85
Model 2 (The effect of WPC on TI)	2.36	2	.31
Model 3 (The effect of WPC on LS)	6.82	3	.08
Model 4 (The effect of WPC on Burnout)	6.89	4	.14
Model 5 (The effect of PWE on TI)	6.89	5	.23
Model 6 (The effect of WPE on AC)	7.35	6	.27
Model 7 (The effect of WPE on TI)	7.63	7	.37
Model 8 (The effect of WPE on LS)	8.01	8	.43
Model 9 (The effect of WPE on Burnout)	8.05	9	.53

Note. WPC = Work-to-personal life conflict, PWC = Personal life-to- work conflict, WPE = Work-to-personal life enhancement, PWE = Personal life-to-work enhancement, LS=Life Satisfaction, TI = Turnover Intentions, AC= Affective commitment.

Table 4.4.2

Summary Table for the Hypotheses

#	**Hypothesis**	**Status**
1a	WPC and PWC will be negatively associated with affective organizational commitment.	PS
1b	WPE and PWE will be positively associated with affective organizational commitment.	PS
2a	WPC will be positively associated with turnover intention whereas PWC will not be associated with turnover intention.	S
2b	WPE and PWE will be negatively associated with turnover intention.	PS
3a	WPC and PWC will be negatively associated with life satisfaction.	PS
3b	PWE and WPE will be positively associated with life satisfaction	PS
4a	WPC and PWC will be positively associated with burnout.	PS
4b	PWE and WPE will be negatively associated with burnout.	PS
5	All the aforementioned relations in H1a to H4b are expected to be stronger for Generation Y than Generation X employees.	NS

Note. S=Supported, NS=not supported, PS= partially supported

CHAPTER 5

DISCUSSION

This study aims to reveal the effect of work-personal life interface on employees' well-being and organizational attitudes. To the best of our knowledge, this work is the first to address positive spillover as well as negative spillover between work and personal life domains. The findings of this study discussed based on the following theories and frameworks: Expansion model (Grzywacz & Marks, 2000) and Scarcity Model (Kirchmeyer, 1992), Work-Family-Personal life balance model (Aycan et al., 2007), Asymmetrical Permeability (Pleck, 1977), Social Exchange Theory (Emerson, 1976) and previous findings on work-life balance. Also, apart from exploring the effects of work-personal life interface, this study aimed to provide empirical evidence for generational difference in the observed phenomenon.

5.1. Key findings of the study

The results of this study indicated that work-to-personal life enhancement and work-to-personal life conflict were related to employees` life satisfaction, burnout, organizational commitment and turnover intentions. These results are also consistent with previous findings on work-family enhancement and work-family conflict (Allen et al., 2000; Grzywacz & Marks, 2000).

Descriptive results indicated that, employees experience more personal life-to-work enhancement (PWE) than work-to-personal life enhancement (WPE). That is, personal life provides more resources to enhance work life than vice versa. In addition, findings revealed that employees experience more work-to-personal life conflict (WPC) than personal life-to-work conflict (PWC). In other words, employees let their work demands negatively interfere with their personal life more than they let their personal life interfere with their work life. These results can be explained with Asymmetrical Permeability Theory (Pleck, 1977), which suggests that experiences in work life are allowed to spill over to family life, rather than the reverse spillover. Since work has strict rules and more constraints when compared to the other domains in employees` life, it is often plausible to give priority to work demands and tend to suppress and/or delay personal life demands (Rothbard & Edwards, 2003).

5.1.1 Results pertaining the effect of WPC

Results suggest that work-to-personal life conflict (WPC) was significantly related to all outcomes in the study. Particularly, it was found that the higher the WPC, the higher the turnover intentions, and burnout and the lower the life satisfaction and affective organizational commitment. These findings were in line with previous WFC studies in the literature, which revealed significant association between WFC and turnover intentions (Gordon, Whealen-Berry & Hamilton, 2007) organizational commitment (Allen et al., 2000), life satisfaction (Kossek & Ozeki, 1998), and burnout (Innstranda et al., 2008).

In line with the Social Exchange Theory (Emerson, 1976), results shown that as employees experience difficulty in balancing their work and personal life domains, they might perceive their organization as being unsupportive. As a consequence, their commitment decreases and their intention to leave increases. Also, as expected, experiencing conflict negatively affects employees` psychological well-being while decreasing their life

satisfaction and increasing their burnout. Overall these findings suggest that regardless of the domain (i.e. family or personal life) the impact of negative spillover from work life is the same. Future studies should investigate whether or not this pattern is same for different organizational and employee outcomes.

5.1.2 Results pertaining the effects of PWC

Regarding the personal life-to-work conflict, contrary to expectations, the findings did not reveal a significant relationship between any of the outcomes included in the study. In other words, even though employees report personal life-to-work conflict, this conflict did not influence their life satisfaction, burnout, turnover intentions and affective commitment.

In this sample, employees reported to experience low levels of PWC. In other words, personal life activities did not prevent them from fulfilling their work responsibilities, did not restrict their work time and did not reduce their productivity. Being able to juggle their both work and personal life demands did not necessarily increase their psychological well-being and positive organizational attitudes.

Although some work-family studies indicated significant associations between FWC and life satisfaction (Kossek & Ozeki, 1998), burnout (Westman, Etzion, and Gattenio, 2008), and organizational commitment (Balmforth & Gardner, 2006), the same pattern was not found for personal life domain in the current study. A possible explanation for these findings might be related to the employees` sense of control over their personal lives. Particularly, employees might control the consequences of PWC since personal life demands are relatively in their own control. However, work and family demands are mostly out of employees' control. In family life, employees have to deal with their spouse`s and/or children`s demands. On the other hand, in personal life domain only the employee`s needs and desires are on the stage, thus it might be easy to control personal life demands. As

employees have control over their personal life, even if they experience conflict, they might be able to avoid negative consequences of conflict or keep them under control. Therefore, even employees` experience PWC; they do not let this conflict affect other parts of their lives.

Erkovan (2008) proposed an order of importance in different domains in employees` life. According to her proposal, work domain has priority over family life, and family life has priority over personal life. Therefore, employees tend to suppress their personal life needs and give priority to their work life (Erkovan, 2008). This compensation stems from employees perception of work domain as a mean to provide material needs of the family (Rothbard & Edwards, 2003). Since work has a central importance in life, the possibility of harming the work because of personal life demands are not allowed by employees especially when these demands can be controlled by them.

Alternatively, the unexpected insignificant association between PWC and outcome variables may due to methodological problem caused by the restricted range in PWC.

5.1.3 Results pertaining the effect of WPE

It was expected that employees who experience higher levels of work-to-personal life enhancement (WPE) have higher levels of life satisfaction, commitment, intention to stay and lower levels of burnout. Confirming the expectations of the study findings revealed that WPE was positively related to employees` psychological well-being and positive organizational attitudes. The results were in parallel with previous findings on work-family enhancement that revealed WFE was significantly related to employees' organizational commitment (Fisher, Bulger & Smith, 2009), intentions to stay (Haar & Bardoel, 2008), life satisfaction (Fisher, Bulger & Smith, 2009), and low levels of burnout (Innstranda et al., 2008).

In line with Social Exchange Theory (Blau, 1964) if employees perceive that their work life enhance their personal life, they may reciprocate this with higher levels of commitment to their organization and lower levels of turnover intentions and burnout. Also, skills and opportunities that are elicited at work life may enrich employees' personal lives and increase their life satisfaction.

Similar to the results regarding WPC, WPE was also significantly related to all outcomes in the study. It should be noted that the effects of work-to-personal life interface (i.e. positive or negative) have significant consequences in employees' life.

5.1.4 Results pertaining the effect of PWE

Although a relation between PWE and affective commitment, life satisfaction, and burnout was not found, interestingly, a positive association between PWE and turnover intentions was found. Particularly, employees who experienced higher levels of PWE also experienced higher levels of turnover intentions. It should be noted that, our sample seems to experience high levels of PWE (M= 3.87, SD=.65). The participants reported that activities in their personal life domain decrease their work stress and increase their effectiveness at work. However, these experiences did not necessarily increase their affective commitment, life satisfaction and decreased their burnout. We cannot provide an adequate explanation for this lack of relationship in the current sample. Before attempting to explain this interesting finding, we suggest that future studies verify it.

Most unexpectedly, personal life-to-work enhancement was positively related to employees` turnover intentions. Employees who had high levels of personal life-to-work enhancement also had high levels of turnover intentions. This finding was contrary to Enhancement Theory (Frone, 2003), which suggested that as employees experienced enhancement, they were more likely to experience a positive inclination towards their work.

A possible explanation for this unexpected result might be related to employees' self-evaluation. Specifically, skills and abilities acquired through personal life activities might boost employees` self-esteem, which would buffer the anxiety related with changing jobs. In other words, problems and anxieties associated with quitting the job (e.g. finding a new job, adaptation problems, losing the company opportunities, losing the career growth opportunities, etc.) might not affect these employees to a great extent, because they believed that they could cope with negative work experiences thanks to their personal life activities no matter where they work. Also, the ones, who have high levels of PWE indicated that, certain aspects of their personal life reduce their work stress, increase their work motivation, etc. Therefore, those employees who experience high levels of PWE might quit their jobs more easily than to those who have low levels of PWE. However, this suggestion awaits further investigation regarding the underlying dimensions of this association.

5.1.5 Results pertaining generational difference

Although most of the practitioners reports that Generation Y employees value work-life balance more than other generations do, to our knowledge, none of the empirical studies directly addresses the difference in the effect of work-life balance between Generations. Therefore, the present study aims to provide empirical evidence for the moderating role of generation in the relationship between work-personal life interface and employees' well-being and attitudes.

Before interpreting the generational difference findings, a distinction should be drawn between the level of WPC and the effect of experiencing WPC. With this in mind, the results of the present study can be interpreted in two ways using different perspectives. On the one hand, one can comment on whether or not Generation X differs from Generation Y regarding the level of work-personal life conflict. Alternatively, one can investigate how differently the

existence of work-to-personal life conflict affects Generation X and Generation Y employees' well-being and organizational attitudes.

As mentioned before, HR practitioners stated that Generation Y employees experience work-personal life conflict more than Generation X employees do. Congruent with this observation, the results of this study confirm that Generation Y employees had higher levels of work-to-personal life conflict compared to Generation X. A possible explanation for this finding is related to employees' work status. When compared to Generation Y, Generation X employees have seniority, resulting in more paid time off, greater input or autonomy over work schedules, and well-established family roles (Gordon, Beatty & Whelan- Berry, 2007). In other words, Generation X employees' lives are relatively more stable and more organized than those of Generation Y employees. These advantages, such as work status, experience, and age provide Generation X with the ability to cope better with work-personal life conflict compared to Generation Y.

On the other hand, despite that generational difference observed in the mean comparison of WPC, no such difference is observed in the path model. The lack of significant differences may stem from changing dynamics of business life. Particularly, the working hours and work demands increased significantly in the last decade, possibly due to advancements in technology, changes in economy and the effects of globalization. These changes in business life might have caused difficulty in the sustainability of work-life balance for both generations. As the border between work and personal life gets blurred, employees might experience more work–personal life conflict compared to the past and consequently, they become more sensitive in maintaining their work-life balance. Therefore contrary to initial expectations, results of the present study revealed that Generation X employees are influenced by work-personal life interface equally as much as Generation Y employees do.

Overall, this research found generational difference in the magnitude of WPC experience, but no difference in the relationship between WPC and organizational attitudes and well-being. Since there are many potentially confounding factors like age, work status, and experience, the ideal design for a generational difference study is a sequential cohort design (Schaie, 1965), which starts data collection at one age and follows several generations longitudinally (Twenge, Campbell, Hoffman & Lance, 2010).

5.2. Limitations and Suggestions for the Future Studies

The present study has limitations that should be taken into account while interpreting the results. First limitation of the present study is related to the heterogeneous structure of the age cohorts with respect to personal life liberty. Different levels of personal life prioritization among employees can generate this heterogeneity. Since experiencing work-personal life interface depends on employees' perceptions, different levels of prioritization may affect the level of experiencing work-personal life interface. Hence, the impact of work personal life spillover may change according to employees' emphasis on personal life domain in their lives. Therefore, future studies may assess the importance of personal life domain in employees' lives before examining the effect of work-personal life interface.

Second limitation of this study is that our data are based on only self-reports (i.e., employee). However, as Grant-Vallone and Donaldson (2001) indicated work-life balance is a dynamic process between work life and employees. Therefore, multiple sources of data (e.g. employer, peers) provide a better understanding of the relationships between work-personal life interface and outcome variables. For instance, the consequences that are associated with PWC might have gone unnoticed by employee himself/herself. It is probably that the employer perceives the consequences of PWC better than the employee. Therefore, it might be informative to conduct further studies with including employer data. Moreover, task

related outcomes such as job performance or productivity might be affected by PWC, which are not assessed in this study. In order to have a comprehensive understanding with regard to employees` personal life-to-work conflict, future studies should assess job related outcomes.

Third limitation of the current study is associated with the personal life-to-work (PWE) scale. In addition to its low levels of reliability, PWE scale mainly focuses on time-based aspects of enhancement. This construct deficiency may explain the unexpected effect of PWE. Future research should replicate these findings through more detailed PWE measure.

Fourth limitation of the study is associated with the nature of the life satisfaction and burnout scales. The life satisfaction scale measures employees' overall impressions of life; however it does not include sufficient indicators for an adequate measurement. Since the scale includes very general items to measure life satisfaction of employees, the results might be biased or misleading. For instance; even if an employee has problem in one domain, s/he may still define her/his life as satisfactory. In addition, burnout scale measures employees' current burnout feelings. Thus, it does not capture the cumulative effect of burnout. In other words, burnout scale fails to indicate how long employees experience burnout feelings. Measuring the cumulative effect of burnout may designate the effect of work-personal life interface better than measuring one time shot. Future studies may acknowledge the weaknesses of these scales and interpret the results accordingly.

Despite these limitations, this study highlights some research gaps and generates suggestions for the future research related to work life balance. First, results suggested that the consequences associated with the effect of work on personal life (i.e., WPE and WPC) are parallel with the effect of work on family life (i.e., WPC and WPE). Future research should examine whether or not the effect of work on personal life would be similar with family life literature for different organizational and employee outcomes.

Future studies should extend the work-personal life interface by adding the family domain. In order to have a comprehensive understanding of conflicting demands in employees' life, family domain should also be added into the model as shown by Aycan et al. (2007). It is plausible that more significant associations may be obtained if family domain is added to the work-personal life interface model.

As it is discussed, age did not affect the relationship between work-personal life interface and employees' well-being and organizational attitudes. Other factors besides age such as employees' autonomy over their work schedules may make difference on the effect of work-personal life interface in employees' life. For instance, the employees who have high levels of autonomy over their work schedules compared to the ones who have low levels of autonomy may easily prevent the interference of their work life with their personal life. Accordingly, such employees might experience lower levels of work-to-personal life conflict as opposed to the employees with low levels of autonomy. Therefore, further studies may assess whether or not employees' control over their work schedules moderate the relationship between work-personal life interface and employees organizational attitudes and well-being.

Also, future studies should investigate the cross-cultural aspect of personal life domain since culture has a major effect on priorities in life. Unlike the individualistic cultures, people from collectivist cultures give more importance to family and work while ignoring their personal needs (Aycan et al., 2004). Thus, the importance of personal life may differ between collectivist and individualistic cultures. As the importance of personal life increases, the effect of PWC and PWE on employees` well-being attitudes might also become more salient. Thus, future studies should assess cross-cultural differences with regard to work personal life interface.

5.3. Scientific and Practical Contributions of the study

The present study is one of the few attempts to enhance our understanding of work-personal life interface. Most of the research on work-life balance has focused on work and family domains without considering personal life domain**.** Also no attempt has been made to examine the effects of work-personal life interface on organizational attitudes and employees' well-being indicators. The findings of this study add to the work -life balance literature by showing that personal life is a fundamental domain in employees` life.

In addition, a relatively new concept, namely enhancement was assessed in this study. It is important to notice the importance of positive spillover from work-to-personal life on employees' well-being and organizational attitudes. Also, the findings provided support for the conceptual distinction between conflict and enhancement, and suggested that these concepts were orthogonal rather than opposite ends of the same continuum.

This study seems to capture an unintuitive but potentially interesting association. Current study suggests a negative relationship between PWE and turnover intentions. Future studies should investigate the underlying mechanisms of this unexpected relationship.

The findings of the present study are also expected to contribute to human resources practice and policies. Companies should expand their work life balance polices that consider personal life. In other words, HR practices should pay attention to employees' personal needs such as; hobbies, activities, and sports.

In addition, human resource professionals should be aware of positive spillover among work and personal life to develop new practices. The results of the present study demonstrated that when employees experience WPE their commitment increased and turnover intention decreased. Therefore, practices that are aimed to increase enhancement

might be beneficial. For instance, challenging jobs, compensations and benefits, networking opportunities might increase employees' work-to-personal life enhancement. On the other hand, spending time on personal life activities might reduce job stress and increase job performance (i.e. PWE).

Finally, we would like to highlight the importance of the above recommendations to increase motivation of Generation Y employees, especially because they are found experience work-personal life conflict more than Generation X employees.

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APPENDICES

APPENDIX A

Demographic characteristics of the interviewees (N=15).

Age (years)	M	36.32
	SD	13.7
Gender	Male	8
	Female	7
Generation	Generation X	7
	Generation Y	8
Education	High school	1
	Associate degree	3
	University	6
	Graduate	5
Marital Status	Single	9
	Married	6
Number of Children	M	1.21
	SD	0.98
Self-report SES (%)	Low	3.3
	Lower-middle	8.8
	Middle	6.7
	Upper-middle	46.3
	Upper	34.9
Tenure (years)	M	15.14
	SD	9.3

APPENDIX B

Personal life activities

Activity	**Generation Y** (N= 17)	**Generation X** (N=11)
Sports, football, trekking	7	9
Meeting with friends	10	8
Going to cinema, theatre	5	-
Surfing on the internet	2	2
Watching TV / Film	4	3
Drinking alcohol	5	-
Shopping	3	-
Travelling	3	2
Reading book/magazine	8	2
Social activities (Festivals, exhibitions, museums)	2	-
Dancing	6	-
Playing/ listening Music (guitar, Piano,	2	-
Diving	2	-
Playing computer games, Playstation	3	-
Learning foreign languages	2	-

APPENDIX B (Cont.)

Activity	**Generation Y** (N= 17)	**Generation X** (N=11)
Courses	2	4
Playing cards	1	3
Hunting	-	1
Puzzle, making cast, dart	3	2
Personal care	1	-
Taking Photos	2	1
Doing nothing	1	-
Non-governmental organizations (NGO)	-	1

Note: Each candidate has indicated more than one activity

APPENDIX C

Statements for Personal life-to-Work Enhancement

1. Kişisel hayatımda edindiğim sosyal çevrenin iş hayatıma olumlu katkısı oluyor. (5)
2. Kendime ayırdığım zaman iş hayatımda gerekli olan iletişim kurma becerilerimi artıyor. (4)
3. *Kendim için yaptığım aktiviteler, iş hayatımdaki stresi azaltıyor. (6)*
4. Kendim için yaptığım aktiviteler, işimde farklı bakış açıları kazanmamı sağlıyor. (3)
5. Kendim için yaptığım aktiviteler "boş" hissetmememi sağlıyor. (2)
6. *Kendime ayırdığım zaman, işime daha motive olmamı sağlıyor. (7)*
7. *Kendim için yaptığım şeyler iş hayatında kendime olan güvenimi artıyor. (2)*
8. Kendim için yaptığım aktiviteler iş yaşamımda daha düzenli olmamı sağlıyor.
9. Kendim için ayırdığım zaman işimde daha huzurlu olmamı sağlıyor. (4)
10. *Kendime ayırdığım zaman iş performansımı arttırıyor. (2)*
11. *Kendime zaman ayırmak, iş hayatımdaki yorgunluğumu atmamı ve dinlenmemi sağlıyor. (3)*
12. *Kendim için yaptığım şeyler iş hayatıma ek kazançlar olarak yansıyor (Örneğin; yabancı dil öğrenmek)*
13. Kişisel hayatımdaki ilişkilerim, işimde kolaylıkla empati kurmamı sağlıyor. (1)
14. Kendim için yaptığım aktiviteler iş hayatında gerekli olabilecek olan el becerilerimi arttırıyor. (1)
15. Kendim için yaptığım şeyler iş hayatımın monotonluğunu azaltıyor. (2)
16. *Kendim için yaptığım aktiviteler işimdeki yaratıcılığımı arttırıyor. (1)*
17. *Kendime ayırdığım zaman işime daha iyi odaklanmamı sağlıyor. (1)*

Note. The italic items were used in the study.

APPENDIX D

Statements for Work-to-Personal life Enhancement

1. *İşim, kisisel hayatımda edindigim sosyal çevremin genişlemesine katkıda bulunuyor. (8)*
2. İş hayatımda artan iletişim kurma becerilerim, kişisel ilişkilerimde sorun yaşamamın önüne geçiyor. (3)
3. İşimde öğrendiğim 'politik olmak' özel hayatımdaki ilişkilerimde katkısı oluyor (2)
4. *İşimdeki statüm, özel hayatımda kendime olan güvenimi artırıyor. (3)*
5. İşimde edindiğim statü nedeniyle özel hayatımda bana saygı duyuyorlar. (3)
6. İş hayatımda gerekli olan düzenli olmak, kendim için yaptığım şeylerde de düzenli olmamı sağlıyor. (4)
7. İş hayatımda edindiğim maddi kazanımlar (örnek; para, araç), özel hayatımı daha rahat sürdürmemi sağlıyor. (6)
8. *İş hayatımın sağladığı maddi kazanımlar(örnek; para ve yan haklar) kendim için bir şeyler yapmama olanak sağlıyor. (5)*
9. İşim, kişisel ilişkilerimde daha sabırlı ve olgun olmamı sağlıyor(4)
10. *İş hayatımda edindiğim beceriler (örneğin; problem çözme gibi) özel hayatımdaki sorunlarla baş etmemi kolaylaştırıyor. (2)*
11. *İş yaşamında edindiğim çevre sayesinde kendime ayırdığım zamanda yapabileceğim yeniliklerden, aktivitelerde haberdar oluyorum.*
12. *İş hayatım kendimle ilgili ihtiyaç ve isteklerimi yerine getirmeye yardımcı oluyor.*
13. İş hayatım, özel hayatımda da otokontrollü olmamı sağlıyor.

Note. The italic items were used in the study.

APPENDIX E

Demographic characteristics of the pilot study sample (N=28).

Age (years)	M	36.32
	SD	13.7
Gender (%)	Male	8
	Female	7
Generation (#)	Generation X	15
	Generation Y	13
Education (%)	High school	3.6
	Associate degree	57.1
	University	17.9
	Graduate	21.4
Marital Status (%)	Single	49.1
	Married	50.9
Number of Children	M	0.87
	SD	1.06
Self report SES (%)	Low	3.6
	Lower-middle	10.7
	Middle	10.7
	Upper-middle	35.7
	Upper	39.3
Work Schedule (%)	Full-time	89.3
	Part-time	10.7
Type of Workplace (%)	Employee	89.3
	Business Owner	10.7
Tenure (years)	M	9.1
	SD	13.9

APPENDIX F

Pilot study Reliability Analysis

Reliability analysis for pilot study variables (N =30).

	# of items	M	SD	Min	Max	Alpha
Work-to-Personal life Conflict	5	3.35	0.43	3.2	3.63	91
Personal life-to-Work Conflict	5	2.16	0.43	1.93	2.37	91
Work-to-Personal life Enhancement	6	3.73	1.14	3.1	4.25	65
Personal life-to-Work Enhancement	4	3.93	0.61	3.61	4.21	62

APPENDIX G

Turkish Version of the questionnaire

Sayın katılımcı,

Bu araştırma Koç Üniversitesi Psikoloji bölümü yüksek lisans tezi kapsamında, iş hayatı ve özel ayattaki dengenin olumlu ve olumsuz etkilerini araştırılmak için yapılmaktadır.

- Anketi cevaplandırırken hiçbir yere isminizi ve çalıştığınız kurumun ismini yazmayınız.
- Anketten elde edilecek bilgiler yalnızca bilimsel amaçlarla kullanılacak, herhangi bir kişi veya kurumla paylaşılmayacaktır.
- Hiçbir sorunun doğru veya yanlış cevabı yoktur. Ankette yer alan her soruya sizin durumunuzu **EN İYİ** ifade eden cevabı vermeye çalışınız.
- Anket içerisindeki bazı sorular birbirine benzer gözükebilir ancak farklı durumları değerlendirmektedir; lütfen dikkatli okuyunuz.
- Anket toplam 8 sayfadır. Anketin cevaplanmasında süre sınırlaması yoktur.
- Anketin doldurulması yaklaşık 20 dakika sürmektedir. Anketi bir oturuşta yapmanız önemlidir.

Bu araştırmaya katılımınız *gönüllüdür.*

Araştırmaya katıldığınız için teşekkür ederiz.

Saygılarımla,

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Prof. Dr. Zeynep AYCAN

BÖLÜM 1

Bildiğiniz gibi hayat işteki, ailedeki ve kişisel yasamdaki talepleri karşılamakla geçiyor.

Aşağıdaki soruların bir kısmı kişinin kendiyle ilgili veya kendisi için yaptığı bazı faaliyetleri göz önüne alarak cevaplandırılmalıdır.

“Ben kendim için ne yapıyorum?” Sorusunun cevabı örneğin söyle olabilir:

- Hobilerle uğraşmak
- Spor yapmak
- Kitap okumak
- Hiçbir şey yapmadan dinlenmek
- Düzenli sağlık kontrollerine gitmek
- Arkadaşlarla bir araya gelmek
- Kendiniz için yaşam sigortası yaptırmakla uğraşmak
- Maça gitmek
- Cilt bakımı yaptırmak…

…gibi pek çok aktiviteyi yalnızca kendi ihtiyaç ve isteklerinizi gidermek için yapıyor olabilirsiniz. İste bunlar kendiniz için yaptığınız şeylerdir.

Lütfen aşağıdaki ifadeyi okuyarak size uygunluğunu değerlendiriniz.

1. **Kendiniz için ne kadar zaman ayırabiliyorsunuz?**

Hiç zaman ayıramıyorum ☐ ☐ ☐ ☐ ☐ ☐ Oldukça fazla zaman ayırabiliyorum

Lütfen aşağıdaki ölçekteki sayılardan sizi uygun olanı cümlelerin başındaki boşluklara yazınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

____1. İşimin talepleri, kendim için bir şeyler yapmama engel oluyor.

____ 2. İşime ayırmam gereken zaman, kendimle ilgili ihtiyaç ve isteklerimi yerine getirmemi zorlaştırıyor.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

____ 4. İşim yüzünden kendimle ilgili ihtiyaç ve isteklerime dair planlarımı değiştirmek zorunda kalıyorum.

____ 5. Kendim için yaptığım şeyler, işimle ilgili sorumlulukları yerine getirmeme engel oluyor.

ꕥ ꕥ ꕥ

____ 1. Kendim için yaptığım faaliyetlere harcadığım zaman, işime ayırdığım zamanı kısıtlıyor.

____ 2. Kendim için yaptığım faaliyetlere harcadığım enerji yüzünden işimdeki verimliliğim düşüyor.

____ 3. İşimle ilgili konular yüzünden üzerimde hissettiğim baskı, kendimle ilgili ihtiyaç ve isteklerimi yerine getirmeme engel oluyor.

____ 4. Kendime ayırdığım zaman yüzünden işimle ilgili şeyleri bir kenara itmek durumunda kalıyorum.

____ 5. Kendim için yaptığım faaliyetlere harcadığım zaman işimde beni geliştirebilecek ekstra faaliyetleri yapmama engel oluyor.

BÖLÜM 2

Lütfen aşağıdaki özelliklerden sizi ifade ettiğini düşündüğünüz **5** özelliğin yanına işaret koyunuz.

_____ Grup çalışmalarına yatkınımdır.

_____ İşim, hayatımın vazgeçilmez unsurlarındandır.

_____ Teknoloji meraklısıyımdır.

_____ Yaşamamı devam ettirmek için çalışırım.

_____ Çalışma saatlerimin esnek olmasını isterim.

_____ İlgilerimin çoğu işimle alakalıdır.

_____ İş konusunda özgüvenim yüksektir.

_____ Toplumsal değerlere önem veririm.

_____ İşim söz konusu olduğunda bencil ve talepkar olabilirim.

_____ Kişisel gelişimim çok önemlidir.

_____ Şu an ki işyerimle aramda güçlü bir bağ var.

BÖLÜM 3

Lütfen aşağıdaki ölçekteki sayılardan sizi uygun olanı cümlelerin başındaki boşluklara yazınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

____ 1. Kendim için yaptığım aktiviteler, iş hayatımdaki stresi azaltıyor.

____ 2. İşimdeki statüm, özel hayatımda kendime olan güvenimi artırıyor.

____ 3. Kendime ayırdığım zaman iş performansımı düşürüyor.

____ 4. Kendime zaman ayırmak, iş hayatımdaki yorgunluğumu atmamı ve dinlenmemi sağlıyor.

____ 5. Kendim için yaptığım şeyler iş hayatıma ek kazançlar olarak yansıyor (Örneğin; yabancı

dil öğrenmek).

____ 6. İş hayatım kendimle ilgili ihtiyaç ve isteklerimi yerine getirmeye yardımcı oluyor.

____ 7. İş yaşamında edindiğim çevre sayesinde kendime ayırdığım zamanda yapabileceğim yeniliklerden, aktivitelerde haberdar oluyorum.

ꕥ ꕥ ꕥ

____ 1. İşim, kişisel hayatımda edindiğim sosyal çevremin genişlemesine katkıda bulunuyor.

____ 2. Kendim için yaptığım aktiviteler işimdeki yaratıcılığımı arttırıyor.

____ 3. Kendime ayırdığım zaman işime daha iyi odaklanmamı sağlıyor.

____ 4. İş hayatımın sağladığı maddi kazanımlar (örneğin; para ve yan haklar) kendim için bir şeyler yapmama olanak sağlıyor.

____ 5. Kendime ayırdığım zaman, işime daha motive olmamı sağlıyor.

BÖLÜM 4

Lütfen aşağıdaki ölçekteki sayılardan sizi uygun olanı cümlelerin başındaki boşluklara yazınız.

1. Deniz, iş konusunda özgüveni yüksek, kişisel gelişimini ön planda tutan, teknolojiyi iş hayatında sıklıkla kullanan, işi konusunda zaman zaman bencil ve talepkar olabilen bir çalışandır. **Siz kendinizi Deniz'e ne kadar yakın buluyorsunuz?**

Kendime yakın buluyorum ☐ ☐ ☐ ☐ ☐ ☐ Kendime yakın bulmuyorum

2. Burçak, toplumsal değerlere önem veren, çalıştığı şirkete bağlı, işi hayatının vazgeçilmez unsurlarından biri olan, disiplinli bir çalışandır. **Siz kendinizi Burçak'a ne kadar yakın buluyorsunuz?**

Kendime yakın buluyorum ☐ ☐ ☐ ☐ ☐ ☐ Kendime yakın bulmuyorum

BÖLÜM 5

Lütfen aşağıdaki ölçekteki sayılardan sizi uygun olanı cümlelerin başındaki boşluklara yazınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

____1. Bu kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.

____2. Bu kurumun amaçlarını benimsiyorum.

____3. Bu kuruma kendimi “duygusal olarak bağlı” hissetmiyorum.

____4. Kendimi kuruluşumda “ailenin bir parçası” gibi hissetmiyorum.

____5. Buradaki işimi kendi özel işim gibi hissediyorum.

____6. Bu kurumun benim için çok özel bir anlamı var.

____7. Şirketime karşı güçlü bir aitlik hissim yok.

____8. Bu kurumun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.

____13. Kısa bir süre içinde başka bir firmaya geçmeyi düşünüyorum.

____14. İstesem de şu anda kuruluşumdan ayrılmak benim için çok zor olurdu.

____15. Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.

____16. Eğer bu kuruluşa kendimden bu kadar çok şey vermemiş olsaydım, başka yerde çalışmayı düşünebilirdim.

____17. Kısa bir süre içinde başka bir sektörde iş aramayı düşünüyorum.

____18. Zaman geçtikçe şirketimden ayrılmanın gittikçe zorlaştığını hissediyorum.

____19. Büyük ihtimalle kısa bir süre içinde yeni bir iş arayacağım.

BÖLÜM 6

Lütfen aşağıdaki ölçekteki sayılardan sizi uygun olanı cümlelerin başındaki boşluklara yazınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

____1. Çoğu yönüyle hayatım ideale yakındır.

____2. Hayat koşullarım mükemmeldir.

____3. Hayatımdan memnunum.

____4. Şimdiye kadar hayattan istediğim önemli şeyleri elde etmiş durumdayım.

____5. Hayatımı tekrar en bastan yasama sansım olsaydı, neredeyse hiçbir şeyi değiştirmezdim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Ortadayım	Katılıyorum	Kesinlikle Katılıyorum

____1. İşimden soğuduğumu hissediyorum.

____2. Is dönüsü kendimi ruhen tükenmiş hissediyorum.

____3. Sabah kalktığımda bir gün daha bu isi kaldıramayacağımı hissediyorum.

____4. Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.

____5. Yaptığım isten tükendiğimi hissediyorum.

____6. Yolun sonuna geldiğimi hissediyorum.

____7. İşimde çok fazla çalıştığımı hissediyorum.

____8. Doğrudan doğruya insanlarla çalışmak bende çok fazla stres yaratıyor.

____9. İşimin beni kısıtladığını hissediyorum.

BÖLÜM 7

1. Cinsiyetiniz: ___ Erkek ___ Kadın

2. Doğum tarihiniz: _____

3. Eğitim düzeyiniz; _____Lise
_____Ön lisans
_____Üniversite
_____Yüksek lisans/Doktora

5. Çalışma programınız: _____ tam zamanlı _____yarı zamanlı

6. Pozisyonunuz nedir? _____yönetici _____yönetici değil

7. Kaç yıldan beri çalışma hayatı içindesiniz?
_____ yıl (eğer 1 yıldan az ise ____ ay)

8. İş yeriniz : ____ kendi isim ___ bir kurumda çalışıyorum

9. Evli misiniz? ____ Evet ___ Hayır

10. Kaç çocuğunuz var? _____

APPENDIX H

Nested Model Comparisons for Multiple Group CFA

Model	NPAR	CMIN	DF	P	CMIN/DF
Unconstrained	100	516.873	320	0	1.615
Measurement Weights	81	549.937	339	0	1.622
Saturated model	420	0	0		
Independence model	40	3383.054	380	0	8.903

APPENDIX I

Multiple Group CFA for Total Sample

	Factor loadings							
	WPC		PWC		WPE		PWE	
Items	*Gen X*	*Gen Y*	*Gen X*	*Gen Y*	*Gen X*	*Gen Y*	*Gen X*	*Gen Y*
1. My work demands, prevents my personal life	.76	.80						
2. The time spent in work, makes difficult to fulfill my personal needs and desires	.86	.90						
3. I'm delaying my personal desires because of my responsibilities at work	.92	.89						
4. I'm changing my personal needs and desires, because of my work demands	.67	.62						
5. The pressure in work, prevents my personal needs and desires	.69	.55						
6. The time I spend in my personal life time, limits my work time			.85	.77				
7. The things that I do in my personal life, makes difficult to perform my work responsibilities			.65	.70				
8. The energy that I spend in my personal life, lowers my work efficiency			.79	.59				
9. The time I spend in my personal life, which may improve my skills in work prevents me to do the extra activities			.72	.54				
10. The time I spend in my personal life, makes difficult to getting my work done			.80	.88				
11. The things that I do for my personal life, boosts my creativity at work					.62	.72		
12. My work life helps me to fulfill my personal needs and desires					.69	.53		
13. My job network increases my awareness in activities, trends etc.					.47	.30		
14. My work life, enhances my personal life network					.47	.19		
15. Material contributions that I obtain via work, provides opportunities for the things in my personal life					.51	.40		
16. The skills that I gain at work, helps me in dealing with my personal problems					.61	.52		
17. My personal life activities, reduces my work stress							.60	.47
18. The time I spend for my personal life helps me relax							.64	.49
19. The things that I do in my personal life, provides benefits for my work life							.48	.35
20. The time spend in my personal life time, increases my focus on work							.78	.56

Note. WPC=Work-to-personal life conflict PWC = Personal life-to- work conflict WPE = Work-to-personal life enhancement PWE = Personal life-to-work enhancement.