

**Examining the impact of General Self-Efficacy on the relationship between Work
Culture and Work-to-Personal Conflict**

Antara Banerjee
Research Scholar
Vinod Gupta School of Management
Indian Institute of Technology Kharagpur
West Bengal - 721302
India
antarabanerjee1@gmail.com

Dr Aradhna Malik
Assistant Professor
Vinod Gupta School of Management
Indian Institute of Technology Kharagpur
West Bengal - 721302
India

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Summary

The personal lives of employees can suffer when they are not able to spend time for their personal activities owing to commitments of their professional lives. This paper examines interrole conflict situations faced by employees using a construct named work-to-personal conflict and then examines the linkage between work-to-personal conflict, the work culture of organizations, and the general self-efficacy of employees. The temporal flexibility and supportive supervision provisions of work culture will be analysed in the study. Employees' general self-efficacy will help them perform their tasks well despite facing interrole conflict scenarios. The study proposes that the relationship between work culture and work-to-personal conflict is moderated by general self-efficacy. The results supported the hypothesis for highly supportive work cultures, and the managerial implications of the work are discussed in the paper.

Keywords: Interrole Conflict, Work Culture, Work-to-personal conflict, General self-efficacy.

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Introduction

Work-to-personal conflict (WPC) refers to the situation when the demands of the work domain of employees interfere with the needs of the personal activities of employees (Wilson and Baumann, 2015). This causes strain on the personal domain of employees, which is likely to hamper their work performances. Employees cannot be expected to forget the happenings of their personal lives and focus their total thought, energy, emotions, and effort on their professional tasks. A role refers to a set of activities or potential behaviors associated with a particular environment (Rushing, 1965). Participation in multiple roles creates opposing pressures (Greenhaus and Beutell, 1985). A plethora of studies has examined the connection between the professional and non-professional lives of employees (Greenhaus and Beutell, 1985; Eby, Maher and Butts, 2010). This connection often leads to some form of conflict. Role Conflict is defined as the simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other (Rushing, 1965). Interrole conflict is based on the theory of role dynamics and is a form of role conflict in which sets of opposing pressures arise from participation in different roles (Greenhaus and Beutell, 1985). However, interrole conflict research primarily investigated work-family conflict (Golden, Veiga and Simsek, 2006; Judge, Ilies and Scott, 2006; Ilies, Schwind and Heller, 2007; Bhawe, Kramer and Glomb, 2010; Allen *et al.*, 2013; Molina, 2021). The remaining life roles have not been taken into consideration as such. Certain nonwork domain roles, such as pursuing hobbies, relaxation and leisure activities, participating in community and volunteer activities, etc., have been largely ignored in the studies based on assessing the work and nonwork lives of employees (Eby *et al.*, 2005). This points out a significant gap in the literature on interrole conflict studies (Eby *et al.*, 2005; Wilson and Baumann, 2015). This paper introduces the concept of the work-to-personal construct by investigating its linkage with work culture and general self-efficacy.

Work culture (WC) is an integral attribute of an organization and is considered one of the most vital elements for considering a job offer (Sawhney, 2021). This paper will specifically investigate the temporal flexibility and supportive supervision components of work culture. Temporal flexibility and supportive supervision will enable employees of an organization happily live their lives outside their professional spheres. Clark (2001) pointed out the association between work culture and role conflict. This paper will extend the concept by examining the relationship between work culture and work-to-personal conflict, which is missing in the literature on interrole conflict.

General self-efficacy (GSE) is referred to as a motivational trait which is a representation of an individual's belief or perception to perform across a variety of different situations (Gardner and Pierce, 1998; Judge *et al.*, 1998; Judge, Erez and Bono, 1998). Wood & Bandura (1989) defined self-efficacy as beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands. However, the usage of restrictive words "given situational demands" is criticized in literature (Gist and Mitchell, 1992; Lee and Bobko, 1994). As a result, researchers now prefer to use the construct of general self-efficacy, which overcomes the limitations of the construct of self-efficacy (Judge, Erez and Bono, 1998; Chen, Gully and Eden, 2001). This article includes the moderating role of general self-efficacy in the relationship between work culture and work-to-personal conflict, which is a significant contribution of this paper.

Our paper thus makes several contributions. First, we contribute to the literature on interrole conflict by introducing the impact of work-to-personal conflict faced by employees

in their work domains which essentially addresses the research gap in the interrole conflict literature, which largely ignored the inclusion of personal roles of employees (Golden, Veiga and Simsek, 2006; Judge, Ilies and Scott, 2006; Ilies, Schwind and Heller, 2007; Bhave, Kramer and Glomb, 2010; Allen *et al.*, 2013; Wilson and Baumann, 2015; Molina, 2021). Second, we investigate the association of work culture with the work-to-personal conflict of employees. Next, we extend the concept of general self-efficacy by investigating its role as a moderator in the relationship between work culture and work-to-personal conflict. The managerial implications of the results obtained are discussed in the Managerial Implications section of the paper. These contributions will address different research gaps in the interrole conflict literature and add valuable managerial implications for organizations.

Theoretical Framework and Hypothesis Development

The Job Demands-Resources (JD-Rs) model explains how resources act as buffers of strain arising due to some stressor (Bakker, Demerouti and Euwema, 2005; Bakker and Demerouti, 2007, 2014, 2017). Based on the concept, we refer to work roles as job demands and work-to-personal conflict as the strain associated with the demands. The scope of the study will restrict the consideration of resources to only examining a personal resource of employees, viz. general self-efficacy.

The theory of role dynamics developed by Kahn *et al.* (1964) describes that role conflict is faced by individuals when they meet conflicting or incompatible expectations from different roles. This theory also serves as a guide for the study where we propose that conflicting or incompatible demands of professional and personal spheres of employees lead to work-to-personal conflict among employees.

Work-to-Personal Conflict

Work-to-personal conflict persists when work demands interfere with the personal activities/interests of employees (Wilson and Baumann, 2015). This article refers to work activities as the ones employees are paid for performing in their work domains. Also, personal activities/interests refer to the activities that employees do for themselves and those outside their families. A phenomenal work by Wilson & Baumann (2015) introduced the work-to-personal conflict, which gave an innovative and much-needed direction for conducting further research by incorporating the personal lives of employees in interrole conflict studies. Our research model presented in Figure 1 will investigate the presence of work-to-personal conflict among employees in their workplaces.

Work Culture

Work culture represents the manner in which employees of an organization behave and the attitudes and beliefs that guide those behaviours (Yohn, 2021). This article will focus on the temporal flexibility and supportive supervision components of work culture. Temporal flexibility refers to the variation in working hours and the timing of the work (Heery and Noon, 2008). Supportive supervision in this case refers to supervisors' understanding and helping behaviour when employees have to balance responsibilities, requirements of both their professional and personal lives (Hammer *et al.*, 2009; Greenhaus, Ziegert and Allen, 2012). This paper will examine how work culture relates to work-to-personal conflict and general self-efficacy.

Work Culture and Work-to-Personal Conflict

Work culture plays a significant role in determining how employees will participate in their personal lives. If dissatisfaction in the personal lives of employees arises due to their professional lives, it is bound to hamper their work performances. This is a serious issue to pursue research on and understand how the work culture of organizations can liberate employees from facing work-to-personal conflict scenarios and happily participate in their personal and professional lives. Clark (2001) pointed out that work culture plays a significant role in reducing role conflict. However, from the literature review, it is understood that research has not explored the connection between the work culture of organizations and the work-to-personal conflict of employees. This article will work on addressing this gap; thus, it is hypothesized that work culture will be negatively related to work-to-personal conflict. In other words, a positive work culture will lead to less work-to-personal conflict among employees and vice-versa.

Hypothesis 1: Work culture will be negatively related to work-to-personal conflict.

The Moderating Role of General Self-Efficacy

Chen *et al.* (2001) referred to general self-efficacy as a motivational trait. Effective performance can be found in people who are high in general self-efficacy (Chen, Gully and Eden, 2001). Individuals with high self-efficacy have been found to better handle stressful demands and situations (Luszczynska, Gutiérrez-Doña and Schwarzer, 2005). General self-efficacy also helps individuals buffer themselves from demotivating aspects of stressful and challenging situations and is thus regarded as a vital resource for effectively handling stressful demands (Chen, Gully and Eden, 2001).

Borrowing concepts from the job demands-resources theory, it is evident that individuals possessing high general self-efficacy can successfully utilize resources in various situations, including stressful and challenging ones (Chen, Gully and Eden, 2001; Luszczynska, Gutiérrez-Doña and Schwarzer, 2005). Research has also found that general self-efficacy is positively associated with job performance (Judge and Bono, 2001). Thus, this paper proposes that employees possessing high general self-efficacy will be more successful in gathering resources even from challenging scenarios and investing and transferring these resources into a different domain than the one from which the resources originated. As a result, it is hypothesized that general self-efficacy will moderate the association between work culture and work-to-personal conflict, such that the association will be weaker for higher than for lower levels of general self-efficacy.

Hypothesis 2: General self-efficacy will moderate the relationship between work culture and work-to-personal conflict such that the relationship will be weaker for higher than for lower levels of general self-efficacy in employees.

The theoretical model is shown in Figure 1.

Insert Figure 1 about here

Methods

Data Collection Procedure

Participants in this research were employees working with different organizations in the information technology industry of India. Data were collected through an online survey using a structured questionnaire from 425 employees. However, due to cases of missing data, 7 responses were discarded, and we were left with 418 usable responses in the study. The information technology industry is flourishing in India and is contributing immensely to the economic growth of the nation (Subramanian, 2006; Shaban and Kavida, 2013). This sample is relevant to our study because studies have reported high-stress levels among employees in the information technology industry (Aziz, 2004; Hetland, Sandal and Johnsen, 2007; Dhar and Dhar, 2010; Limaye *et al.*, 2017). Furthermore, it will be relevant to test work-to-personal conflict scenarios where earlier studies have reported the presence of interrole conflict and then investigate the moderating role of general self-efficacy in such scenarios across various work cultures.

Sample

Of the 418 participants, 69.1% were male employees, and 30.9% were female employees. Respondents were 31.9 years old on average. Among the participants, 37.6% were single, 13.6% were married or living with their significant others and did not have any child, 34% had families with young children, and the rest, 14.8%, had families with adolescent children. Also, the percentages of respondents from the various organizational levels, namely freshers, probation period, junior level, middle level, and senior level, were 7.7%, 18.9%, 47.4%, 21.5%, and 4.5%, respectively. The sample comprised 1.4% participants who completed higher secondary education (in the Indian system of education, it means to complete schooling and be eligible to pursue a graduation course next), 61.5% participants who were graduates, 34.4% respondents who were post-graduates and 2.7% participants who were doctorates. The dominance of males in our sample is somewhat in accordance with the usual trend in the Indian working population (Sandhu and Mehta, 2007).

Measures

Work Culture – Work Culture was measured using an eight-item scale ($\alpha = 0.918$) developed by Sue Campbell Clark (2001). However, three items had to be dropped as their factor loadings were less than 0.6 (Hair *et al.*, 2009). A sample item is “My supervisor understands my family demands.” The scale measures the temporal flexibility and supportive supervision provisions of Work Culture. Participants rated the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

Work-to-Personal Conflict – Work-to-personal conflict was measured using a five-item scale ($\alpha = 0.87$) developed by Wilson & Baumann (2015). A sample item is “My work takes up time that I would like to spend on personal activities.” The scale measures a participant’s self-report of perceived work-to-personal conflict due to the inability to participate in personal activities due to fulfilling tasks of the work domain. Participants rated the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

General Self-Efficacy – General self-efficacy was measured using an eight-item scale ($\alpha = 0.93$) developed by Chen *et al.* (2001). A sample item of the scale is “Even when things

are tough, I can perform quite well.” The scale measures an individual’s perceived level of general self-efficacy. The scale is short yet comprehensive in capturing the potential benefits of general self-efficacy in organizational research (Chen, Gully and Eden, 2001). Participants rated the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

Age, gender, life stage of employees, education level, and organizational position were used as control variables in the study as they heavily influence demographically.

Results

Insert Table 1 about here

Table 1 shows correlations and descriptive statistics for all study variables. All the main variables under the study significantly correlated with each other ($p < 0.01$). For the zero-order correlations among the constructs, work-to-personal conflict correlated significantly ($p < 0.01$) with work culture ($r = -.539$), general self-efficacy ($r = -0.541$); work culture correlated significantly ($p < 0.01$) with general self-efficacy ($r = .643$).

The two-step approach to structural equation modeling, as outlined by Anderson & Gerbing (1988), is employed in the study, which first involves testing the fit of the measurement model via confirmatory factor analysis and then testing the fit of the hypothesized structural model. Before testing the full measurement model, each construct was analyzed separately to determine their fit in respective measurement models. All constructs achieved an acceptable level of fit, as stated by (Byrne, 2010).

Insert Table 2 about here

Table 2 shows the Cronbach’s Alpha, Item Loadings, Compositive Reliability, and Average Variance Extracted values of all the study constructs. Three items from the Work-Culture scale had to be dropped as their factor loadings were below 0.6. Also, their removal resulted in significant improvement in the Average Variance Extracted values. This was done based on the recommendations of (Hair *et al.*, 2010).

Construct Reliability was assessed using Cronbach’s Alpha and Composite Reliability. A construct is reliable if the Alpha (α) value is greater than 0.70 (Hair, Ringle and Sarstedt, 2013). Cronbach’s Alpha for each construct in the study was found over 0.80. Composite reliabilities ranged from 0.870 to 0.935, above the 0.70 benchmark (Hair *et al.*, 2010). Hence, construct reliability was established for each construct in the study.

Convergent validity of scale items was estimated using average variance extracted values (Fornell and Larcker, 1981). The values of average variance extracted for the constructs of the study were above the threshold value of 0.50 (Fornell and Larcker, 1981). Therefore, the scales used for the study have the required convergent validity.

Insert Table 3 about here

Discriminant validity was assessed using Heterotait-Monotrait Ratio, and all ratios were less than the required limit of 0.85 (Henseler, Ringle and Sarstedt, 2015). Hence,

discriminant validity is established for the study. The results of discriminant validity are presented in Table 3. Common method bias is not a substantial concern in the research.

Hypotheses Testing

The model examines the moderating role of general self-efficacy in the relationship between work culture and work-to-personal conflict. There is one direct hypothesis and one moderating hypothesis. The model is purposefully kept simple as it examines the construct work-to-personal conflict, which itself is very new to the studies of interrole conflict. As a result, studying the moderating role of general self-efficacy in the relationship between work culture and work-to-personal conflict will also be an important contribution to the interrole conflict literature.

Insert Table 4 about here

To test Hypothesis 1, a direct model is tested with the causal effect of work culture on work-to-personal conflict. The fit measures of the direct path model, as presented in Table 4, indicate an overall good fit.

Insert Table 5 about here

Examination of the hypothesized direct path in the direct model (results presented in Table 5) demonstrates a significant and negative effect of work culture on work-to-personal conflict ($\beta = -0.515$, $t = -13.036$, $p < .001$). Thus, we find support for Hypothesis 1, which states that work culture will be negatively related to work-to-personal conflict. None of the control variables used in the study had any significant effect on work-to-personal conflict. Figure 2 represents the standardized estimates of the direct path model, including all control variables of the study.

Insert Figure 2 about here

To test Hypothesis 2, we included the interaction of general self-efficacy with work culture in the relationship between work culture and work-to-personal conflict in a structural model. The moderation of general self-efficacy is examined through the structural model with a casual path influence of work culture on work-to-personal conflict in the presence of general self-efficacy as a moderator.

Insert Table 6 about here

The fit measures of the model examining the moderation effect of general self-efficacy, as presented in Table 6, indicate an overall good model fit.

Insert Table 7 about here

The moderation analysis summary is presented in Table 7. The results revealed a negative and significant moderating impact of general self-efficacy in the relationship between work culture and work-to-personal conflict ($\beta = -.309$, $t = -5.782$, $p < .001$). Thus, the results support the hypothesis that general self-efficacy moderates the relationship between work

culture and work-to-personal conflict. Figure 3 represents the standardized estimates of the moderation path model, including all control variables of the study.

Insert Figure 3 about here

Insert Figure 4 about here

However, to confirm whether the moderation will be such that the relationship will be weaker for higher than for lower levels of general self-efficacy in employees, we take the help of a simple slope analysis based on our results which is shown in Figure 4. The graph shows that employees having low general self-efficacy face more work-to-personal conflict in high supportive work cultures than that in low supportive work cultures. This is an interesting but unexpected outcome. The results might be explained by the term ‘reverse buffering’ as has already been referred to in past research work (Kickul and Posig, 2001; Britton, Sliter and Jex, 2012; Tucker *et al.*, 2016; Liu *et al.*, 2021). On the other hand, employees having high general self-efficacy face low work-to-personal conflict in high supportive work cultures than that in low-supportive work cultures. Also, it can be concluded that only in highly supportive work cultures, employees with high levels of general self-efficacy face low work-to-personal conflict than that by employees with low levels of general self-efficacy. However, in low supportive work cultures, reverse buffering is observed where employees with low general self-efficacy face low work-to-personal conflict than those with high general self-efficacy. Thus, the results presented in Table 7 and the simple slope analysis shown in Figure 2 supports Hypothesis 2, which states that general self-efficacy will moderate the relationship between work culture and work-to-personal conflict such that the relationship will be weaker for higher than for lower levels of general self-efficacy in employees. But the hypothesis is supported only for high supportive work cultures.

The summary of the Hypotheses results is exhibited in Table 8.

Insert Table 8 about here

Discussion

Reflection on the outcomes

The main objective of the study is to examine the relationship between work culture and work-to-personal conflict and then employ general self-efficacy as a moderator to assess its moderating role in the relationship. Accordingly, we first hypothesized that work culture will be negatively related to work-to-personal conflict. The results supported the hypothesis which is in accordance with studies that have discussed the association between work culture and interrole conflict (Westring and Ryan, 2010; Perreault and Power, 2021).

We also hypothesized that general self-efficacy will moderate the relationship between work culture and work-to-personal conflict such that the relationship will be weaker for higher than for lower levels of general self-efficacy in employees. The hypothesis was well supported in scenarios of highly supportive work cultures by the results and is quite evident from figure 2. However, in low supportive work cultures, we found a reverse buffering effect which was understood very well from figure 2. Figure 2 shows that people with low general self-efficacy

experience less work-to-personal conflict than those high in general self-efficacy in low supportive work cultures. The reverse buffering effect was observed in past studies, which is an indication that specific resources which are considered useful need to function in the proper context and timings otherwise, they can sometimes cause harm instead of good (Kickul and Posig, 2001; Britton, Sliter and Jex, 2012; Tucker *et al.*, 2016; Liu *et al.*, 2021).

Theoretical Contributions

This paper introduces a newly validated form of interrole conflict, viz., work-to-personal conflict, which is a significant contribution of the work. It is because it considers the conflict associated with the personal domain of employees, which has many different aspects exclusive to the family domain of employees, and then examines how demands of the work domain interfere with the personal activities of employees, which is measured by the construct work-to-personal conflict. The personal domain of employees has not been considered separately in interrole conflict studies (Eby *et al.*, 2005; Wilson and Baumann, 2015), and thus this study contributes to addressing this research gap. The paper highlights the importance of directing research work towards considering and analysing the conflict scenarios faced by employees when they are not able to fulfil requirements of their personal lives owing to fulfilling commitments of their professional lives. As discussed earlier, earlier studies focused mostly on interrole conflict scenarios arising due to non-fulfilment of demands of family lives of employees due to their investment of time in their professional spheres. However, it is pertinent to note that if employees face conflict in their personal lives, they will also not be able to fulfil their family demands, and the interrole conflict scenario in domains of employees excluding their professional ones will accumulate and eventually result in disturbances in their professional spheres.

Also, previous studies have not studied the moderating role of general self-efficacy in the relationship between work culture and work-to-personal conflict. The results clearly indicated that in high supportive work cultures, employees who were high in general-self efficacy reported significantly less work-to-personal conflict than those who were low in general self-efficacy. This is an additional contribution to the literature on interrole conflict, highlighting the importance of general self-efficacy in better handling stressful situations. Thus, general self-efficacy can effectively moderate the relationship between work culture and work-to-personal conflict.

Managerial Implications

The results of the study serve several takeaways for organizations. Employees' personal spheres must be emphasized and considered separately from their family domains. Blanket policies should not be implemented for providing relaxation to employees, which means policies and/or grounds for availing benefits, relaxation, leaves, etc., for family and personal spheres should be separated for employees. For example, employees should not be judged or stopped for taking personal breaks if they have earlier availed of some leaves/breaks due to family reasons; otherwise, work-to-personal conflict will be almost inevitable, affecting the work performances of employees in turn. Also, there will be many employees who live away from their families or may not have a family of their own. Policies should be accommodating to their leaves and breaks as well instead of judging them for opting for breaks. More importantly, such employees should not be expected or thought of as easy options to manage the workload of employees who avail leave due to demands of their families. Employees without families of their own should not be expected to perform extra work assuming that they

do not require time to devote to their families and that they are free enough to perform extra work. It must be understood that these employees can have many other ways of spending their time with their friends, relatives etc. or they can just indulge in their favourite activities. Organisational policies must be reframed if they include leave provisions only for sickness, family urgency, and emergency situations. There must be separate provisions for employees to avail leave and flexibility from organizations for their personal activities.

Organizations must ensure that employees can enjoy temporal flexibility and supportive supervision in the workplace, giving them enough sense of liberty and satisfaction to perform their tasks at their convenience and manage their personal spheres of life. This can be a great way to provide support to employees so that they feel flexibility in their lives by being part of their respective work organizations which is likely to avoid work-to-personal conflict scenarios for them automatically. In addition to providing a sense of freedom, temporal flexibility will enable employees to work at the time which is most convenient for them which in turn will boost their productivity. Furthermore, it will help employees to distribute time for their personal as well as professional lives in the best possible manner. It can be a great way to make employees feel satisfied with their organisations and enhance their bonding with their respective organizations. Examples of enhancing temporal flexibility of organizations are promoting work-from-home/anywhere schemes, unsociable hours policies, time-banking schemes, etc. Supportive supervision will guide employees in performing their duties diligently and in a hassle-free manner. Examples of supportive supervision can be scheduling meetings with employees to know where they are struggling in their professional lives and helping them out accordingly, arranging for adequate training sessions etc.

Also, organizations should look for ways through which the general self-efficacy of employees can be increased via some well-being sessions, training programs, etc., so that their work performances do not suffer much despite sudden scenarios of work-to-personal conflict. Obviously, the best managerial decision will be to prevent or engineer functionalities of the work domain such that they do not contribute to generating work-to-personal conflict. However, if at all, some episodes of work-to-personal conflict occur among employees beyond the controlling scope of organizations, general self-efficacy can play the role of a moderator and not let the performances of employees fall, which will, in turn, help organizations maintain their productivity levels. An interesting discussion about the reverse-buffering effect which needs to be addressed is that always being high in general self-efficacy and being optimistic might not always help, as pointed out in previous research studies (Kickul and Posig, 2001; Britton, Sliter and Jex, 2012; Tucker *et al.*, 2016; Liu *et al.*, 2021). The results of the study clearly showed that in low-supportive work cultures, employees faced more work-to-personal conflict in spite of having high general self-efficacy. A probable reason for this phenomenon can be that employees expected that through their optimism and general self-efficacy, they would be able to perform substantially well even after facing stressful and challenging scenarios in their workplaces. However, a sense of lack of temporal flexibility and poor supervision made them very uncomfortable as they could not accept the reality that they knew they could perform well, and overcome challenges, but just because of the poor work culture of their workplaces their professional as well as personal lives got hampered. The employees, as a result, focused their energy more on observing that plans did not work out according to how they expected which might have backfired the employees resulting them in facing more work-to-personal conflicts than those who were low in general self-efficacy. Thus, organizations must prioritize improving their work cultures and ensuring that temporal flexibility and effective supervision is always ensured to their employees.

Limitations and Implications for Future Research

The study has been carried out by collecting data only from employees of the information technology industry of India, as earlier studies reported high-stress levels prevalent in the industry. Data might have been more enriched if it had been collected from employees of other industries. So, future research can collect data on similar lines from other industries to examine the objectives of the study in a different context or how the relationships function in different contexts. With this, researchers will be able to get an idea about this new form of interrole conflict, namely work-to-personal conflict, and analyze its presence among employees of various organizations and relate its relationship with the performances of employees. This would confirm if the results of the study generalized to other occupational settings.

Conclusion

The paper examines the relationship between a new form of interrole conflict, namely work-to-personal conflict, with work culture. Next, it aims to test the moderating role of general self-efficacy in the relationship between work culture and work-to-personal conflict. The results of the study support that work culture is negatively related to work-to-personal conflict. Also, employees working in organizations offering high temporal flexibility and supportive supervision face low work-to-personal conflict, which in turn does not hamper their work performances much. Furthermore, employees working in highly supportive work cultures and possessing high general self-efficacy easily overcome certain stressful scenarios and do not let work-to-personal conflict build up to the extent that it can affect their work performances. However, the reverse buffering effect is observed in organizations that have less temporal flexibility and supportive supervision for their employees. In such organizations, employees, even after possessing high general self-efficacy, face higher work-to-personal conflict than that of employees having low general self-efficacy. Also, they face more work-to-personal conflicts than those employees possessing high general self-efficacy but are working in highly supportive work cultures. Thus, the study clearly indicates how important it is for organizations to boost temporal flexibility and supportive supervision for employees. Additionally, the study throws light on the concept that the personal and family lives of employees should be considered separately and that separate flexible provisions must be incorporated to accommodate leaves, support, breaks, etc., for the personal and family lives of employees. Furthermore, a vital takeaway for organizations from this study is that all employees might not have families of their own, and they should not always be targeted for performing work of employees availing leaves citing family reasons. It is expected that the results of the study will provide researchers with a new direction of research in interrole conflict studies, where they will be able to examine the relationship of work-to-personal conflict with work culture in different organizations. We also hope that this paper will stimulate more research work that will examine the construct work-to-personal conflict in different organizational contexts. Also, more managerial implications can be contributed to the interrole conflict literature by future studies through which the presence of this construct can be well managed among employees of various organizations such that the performance of employees or other organizational outcomes do not get much affected by its presence.

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TABLE 1									
Means, standard deviations, and correlations of variables.									
Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. WPC	3.89	.76							
2. WC	2.18	.80	-.539**						
3. GSE	2.18	.75	-.541**	.643**					
4. Gender	1.31	.46	.070	-.096*	-.126**				
5. Age	2.13	.64	.041	.039	.007	.024			
6. Educational Level	2.38	.56	.072	-.033	-.048	.098*	.362**		
7. Life Stage of employees	2.26	1.11	.042	-.052	-.039	.020	.559**	.195**	
8. Organizational Position	1.15	.35	.023	-.005	-.018	-.031	.447**	.182**	.652**

Note. M and SD are used to represent mean and standard deviation, respectively. Life Stage (1 = Single, 2 = Married and living with spouse/In a Live-in Relationship with significant other, 3 = Family with Young Children, 4 = Family with Adolescents). Gender (1 = Male, 2 = Female). Age (1 = 18-25, 2 = 26-35, 3 = 36-45, 4 = 46-55, 5 = Above 55). Education Level (1 = Higher Secondary, 2 = Graduation, 3 = Post Graduation, 4 = Doctorate, 5 = Post Doctorate). Organizational Position (1 = Fresher, 2 = Probation Period, 3 = Junior Level, 4 = Middle Level, 5 = Senior Level).

N= 418

**indicates $p < .05$, one-tailed.*

***indicates $p < .01$, one-tailed.*

TABLE 2
Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) of Measurement Scales

Scale	Number of Items	Alpha	Item Loadings	Composite Reliability	AVE
Work Culture	5	0.918	0.661 – 0.993	0.905	0.663
Work-to- Personal Conflict	5	0.873	0.72 – 0.78	0.870	0.572
General Self Efficacy	8	0.935	0.78 – 0.81	0.935	0.643

TABLE 3**Heterotrait-Monotrait (HTMT) Ratios of Correlations**

Correlations	HTMT Ratios
WC-WPC	0.603
WC-GSE	0.694
WPC-GSE	0.600

Abbreviations: WC: Work culture; WPC = Work-to-personal conflict; GSE = General self-efficacy

TABLE 4**Fit Indices for the direct path model**

	χ^2	df	χ^2/df	GFI	CFI	TLI	SRMR	RMSEA
Values	67.650	30	2.255	.969	.988	.983	.0659	.055

Note. χ^2 = Chi-square statistic; *df* = Degrees of freedom; *GFI* = Goodness-of-fit index; *CFI* = Comparative fit index; *TLI* = Tucker-lewis index; *SRMR* = standardized root mean square residual; *RMSEA* = Root mean square error of approximation

TABLE 5**Direct Path Analysis Summary**

Relationship	Beta	Critical Ratio	P - value
WC → WPC	-0.515	-13.036	***
Gender → WPC	.023	.330	.741
Age → WPC	.079	1.259	.208
Education Level → WPC	.046	.762	.446
Life Stage → WPC	-.025	-.607	.544
Organizational Position → WPC	.019	.163	.870

Note. ***indicates $p < .001$

Abbreviations: WC = Work culture; WPC = Work-to-personal conflict

TABLE 6**Fit Indices for the moderation model**

	χ^2	df	χ^2/df	GFI	CFI	TLI	SRMR	RMSEA
Values	234.646	127	1.848	.944	.982	.978	.0742	.045

Note. χ^2 = Chi-square statistic; *df* = Degrees of freedom; *GFI* = Goodness-of-fit index; *CFI* = Comparative fit index; *TLI* = Tucker-lewis index; *SRMR* = standardized root mean square residual; *RMSEA* = Root mean square error of approximation

TABLE 7**Moderation Analysis Summary**

Relationship	Beta	Critical Ratio	P - value
WC*GSE → WPC	-.309	-5.782	***
WC → WPC	-.175	-3.308	***
GSE → WPC	-.082	-1.241	.215
Gender → WPC	-.015	-.240	.811
Age → WPC	.095	1.650	.099
Education Level → WPC	.013	.240	.810
Life Stage → WPC	-.030	-.801	.423
Organizational Position → WPC	.035	.324	.746

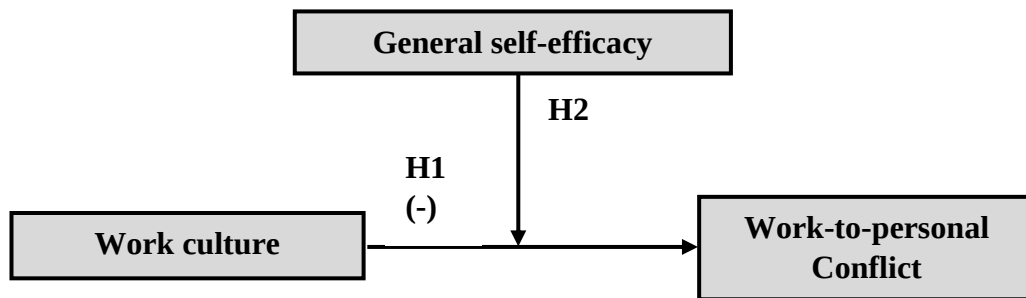
Note. ***indicates $p < .001$

Abbreviations: WPC = Work-to-personal conflict; WC = Work culture; GSE = General self-efficacy

TABLE 8
Summary of Hypotheses Results

Hypothesis Number	Hypothesis	Result
1	Work culture will be negatively related to work-to-personal conflict.	Supported
2	General self-efficacy will moderate the relationship between work culture and work-to-personal conflict such that the relationship will be weaker for higher than for lower levels of general self-efficacy in employees.	Supported (for highly supportive work cultures)

FIGURE 1
Theoretical model and hypotheses

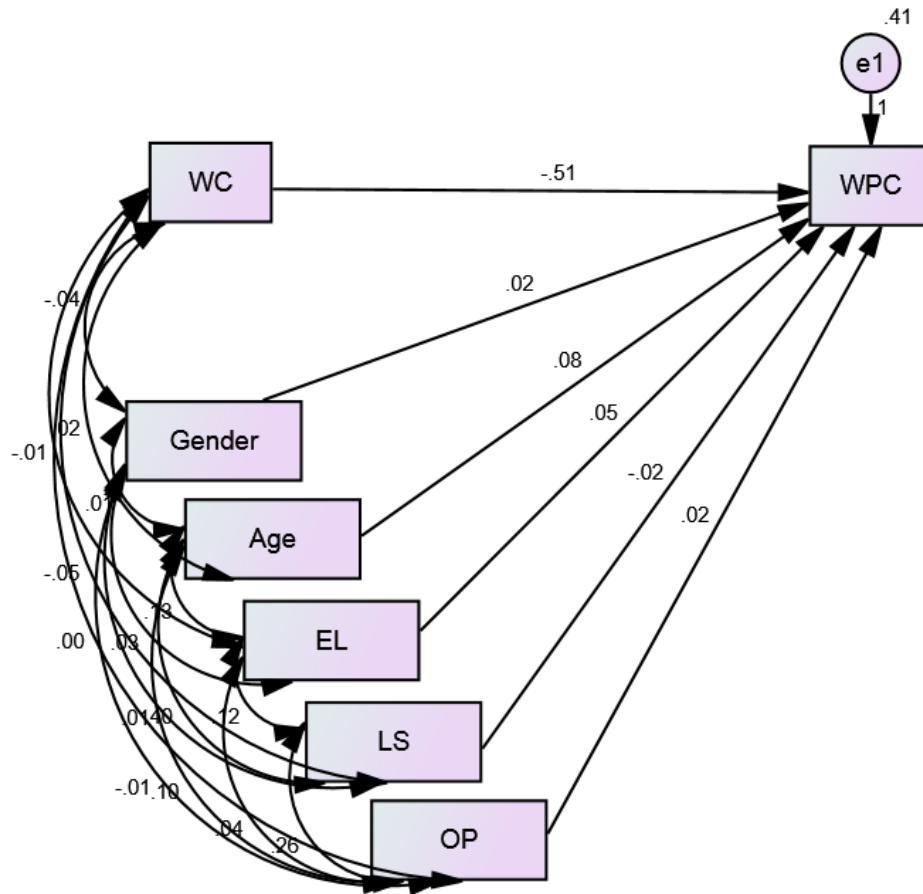


Note. H1 = Hypothesis 1, H2 = Hypothesis 2

(-) = Denotes the hypothesized negative relationship between Work Culture and Work-to-personal conflict.

FIGURE 2

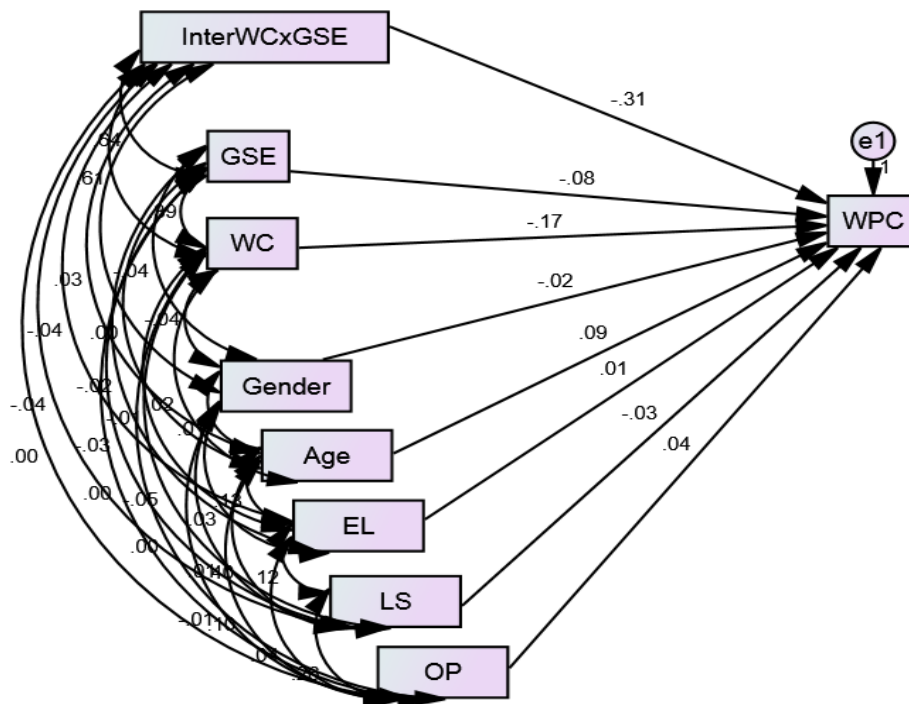
Structural model of the Direct Path between WC and WPC



Abbreviations: WC = Work culture; WPC = Work-to-personal conflict, EL = Educational Level; LS = Life Stage; OP = Organizational Position

FIGURE 3

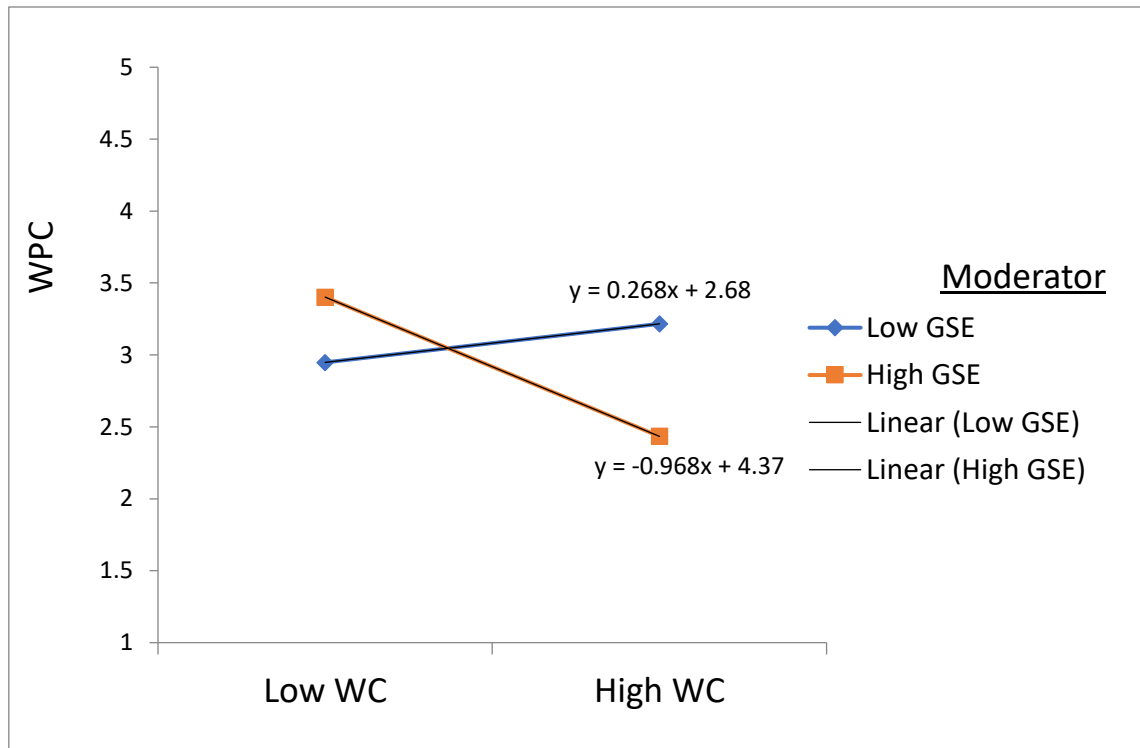
Structural model representing the moderation of GSE between WC and WPC



Abbreviations: WC = Work culture; WPC = Work-to-personal conflict, GSE = General Self-Efficacy; InterWCxGSE = Interaction between WC and GSE; EL = Educational Level; LS = Life Stage; OP = Organizational Position

FIGURE 4

Slope analysis exhibiting the moderation effect of GSE between WC and WPC



Abbreviations: WC = Work culture; WPC = Work-to-personal conflict, GSE = General Self-Efficacy.