

Is Job Satisfaction Compromised by Work-to-Personal Conflict? A Study of Moderation by Employee Voice

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Summary

This paper aims to examine the moderating role of Employee Voice (EV) in the relationship between Work-to-Personal Conflict (WPC) and Job Satisfaction (JS) of employees. Data were collected from 478 employees working in various organizations in the Information Technology industry of India using time-lagged surveys (Study 1, n = 222; Study 2, n= 256). The analysis was carried out using IBM SPSS Statistics Version 22 and IBM SPSS Amos Version 24 software. The results of both studies indicate that WPC correlated negatively with JS, and EV correlated positively with JS. Also, in low levels of WPC, EV acts as a moderator in the relationship between WPC and JS but failed to moderate the relationship when WPC was high. The study highlights the importance of the moderating role of EV in reducing the negative influence of WPC on JS, which is a new concept in the interrole conflict literature.

Keywords: Interrole conflict, Work-to-Personal conflict, Employee Voice, Job Satisfaction

Track – Organisational Psychology

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Introduction

Work-to-personal conflict (WPC) is an interrole conflict situation when the demands of the professional spheres of employees are incompatible with the interests and activities of the personal spheres of the employees (Wilson and Baumann, 2015). For personal roles, researchers prefer to use the terms interests and activities rather than demands because individuals may not perceive activities or interests of their personal lives as demands (Wilson and Baumann, 2015). A role can be defined as a group of activities or behaviours associated with a particular environment (Rushing, 1965). Role Conflict refers to 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 a form of role conflict in which sets of opposing pressures arise from participation in different roles (Greenhaus and Beutell, 1985). However, the form of interrole conflict which is predominantly considered in literature is Work-to-Family Conflict (Ilies *et al.*, 2007; Baral, 2019; Reimann, Marx and Diewald, 2019). Work-to-family conflict (WFC) is said to occur when the demands of the work roles of employees conflict with those of the family roles (Greenhaus and Beutell, 1985). A concerning aspect as pointed out by Kossek and Lee (2017); Wilson and Baumann (2015) is that researchers tend to combine all forms of conflict associated with non-professional lives of employees in the work-to-family conflict measure. This is a challenge with interrole conflict research because the personal demands of employees might get submerged under the umbrella of family demands of employees when there will be no family conflicts. This is problematic as it is incorrect to conceptualize only two domains of individuals viz. work and family (Edwards and Rothbard, 2000; Fisher, Bulger and Smith, 2009). Also, some basic non-work roles like participating in community works, pursuing hobbies, immersing in leisure and relaxation activities etc., were not considered in studies related to work and non-work lives of employees (Eby *et al.*, 2005). This calls out a significant gap in the literature on interrole conflict studies (Wilson and Baumann, 2015). The present study will aim in addressing this research gap using a construct developed by Wilson and Baumann (2015) named as work-to-personal conflict through which we can capture interrole conflict faced by employees and that will have no linkage with the family sphere of employees.

Literature review points out negative relationships between interrole conflict and job satisfaction (Wilson *et al.*, 2018). Job Satisfaction (JS) refers to an attitude regarded as a positive (or negative) evaluative judgement that employees make about their jobs (Weiss, 2002). The present article will examine the relationship between WPC and JS, which has not been explored in interrole conflict studies yet. Van Dyne *et al.* (2003) defined voice as intentionally expressing rather than withholding relevant ideas, information, and opinions about possible work-related improvements. Several researchers refined the concept of employee voice behaviour and sparked research directions utilising employee voice (EV) behaviours (Hirschman, 1970; Gorden, 1988; Van Dyne and LePine, 1998; Van Dyne, Ang and Botero, 2003). Adhering to the scope of the research work, the article will consider the measurement of the constructive voice of employees. Holland *et al.* (2011); Wood and de Menezes (2011) described positive relationships between EV and JS.

This article adds new dimensions to the literature of interrole conflict research. First, we examine WPC, a form of interrole conflict that has hardly been studied previously (Wilson and Baumann, 2015). Second, we test the relationship between WPC and JS, which also will be unique to the interrole conflict literature. Also, we examine the moderating role of EV in the relationship between WPC and JS, the results of which will contribute fresh insights into

interrole conflict studies. Considering all these significant dimensions, we believe that our study provides a novel variation to the existing interrole conflict literature.

Theoretical Framework and Hypothesis Development

The Job Demands-Resources (JD-Rs) theory, which is an extension of the Job Demands-Resources model throws light on how resources act as buffers of strain arising due to some stressor (Bakker, Demerouti and Euwema, 2005; Bakker and Demerouti, 2007, 2014, 2017). Job demands refer to various organizational, social, psychological and physical aspects of the job which need sustained physical and/or psychological efforts (Demerouti *et al.*, 2001). Job resources refer to various organizational, physical, psychological, and social aspects associated with the job which can reduce the job demands and/or help in achieving work goals (Bakker, Demerouti and Euwema, 2005). Based on this theory, we will consider work roles as job demands and WPC as the strain associated with the related demands. The scope of the proposed research work will restrict the consideration of resources to only examining employee voice exercised by employees. It is in accordance with the work of Kwon *et al.* (2016) where it has been considered that when organizations provide the valuable resource of opportunities to participate in various decision-making processes, sharing opinions which can benefit them, employees will shower more effort towards their work endeavours.

The Affective Events Theory (AET) highlights that “affective experiences at work influence overall judgements about satisfaction with one’s job.” (Weiss and Cropanzano, 1996, p. 46). The AET approach takes into account the relationship between one’s affective response to workplace events and subsequent behaviours displayed by the individual (Carlson *et al.*, 2011). Specifically, the aforementioned relationship is primarily focused towards how work events, emotions, attitudes and behaviours affect JS of employees (Christensen *et al.*, 2023; Küçük and Konuk, 2023; Weiss and Cropanzano, 1996). Moods and emotions constitute affects which is a dispositional resource capable of influencing an employee’s attitudes toward the workplace (Christensen *et al.*, 2023; Cropanzano *et al.*, 2016; Cynthia D and Neal M, 2000; Wegge *et al.*, 2006). According to Weiss and Cropanzano (1996), JS is the judgement that an individual has about his job owing to his emotional experience at the workplace. These personal judgements also comprise an individual’s abstract beliefs (Christensen *et al.*, 2023). Thus, from the perspective of AET, it is understood that employees’ affect changes according to workplace conditions and that JS of employees will also change due to these emotional experiences (Cropanzano *et al.*, 2016; Küçük and Konuk, 2023). “Work-to-Personal Conflict (WPC) is defined as occurring when the general demands of, time devoted to, and strain created by work interfere with performing personal activities and interests” (Wilson and Baumann, 2015). Based on the principles of AET, we argue that the negative emotions caused by WPC may cause JS to decrease (Küçük and Konuk, 2023). Therefore, in this study, we test the impact of WPC on the JS of employees.

Work-to-Personal Conflict (WPC) and Job Satisfaction (JS)

WPC is experienced when the general demands of, time devoted to, and strain created by work interfere with performing personal activities and interests (Wilson and Baumann, 2015). The research work conceptualizes personal activities and interests as the ones which employees do out of their interest and are not encompassed by family demands. This article refers to work roles as the ones employees are paid for performing in their professional spheres. Few studies tried capturing work-life and work-nonwork constructs but they were done by adapting the items from work-family scales that were not construct-validated (Siegel *et al.*,

2005). The seminal research work by Wilson and Baumann (2015) introduced the construct WPC for capturing conflict pertaining to the work and personal domains of employees. This construct is crucial in overcoming the pattern of combining personal and family activities into one role and considering the personal sphere of employees as a distinct life domain. Low JS is a negative consequence of interrole conflict (Boles, Howard and Donofrio, 2001; Özbağ and Ceyhun, 2014). JS can be described as an attitudinal construct that measures the extent to which employees like or dislike their work (Saari and Judge, 2004). Kalliath and Kalliath (2015) also confirmed the negative linkage between interrole conflict and JS. JS is the reflection of the overall evaluative judgement one has about one's job (Weiss, 2002). Researchers also refer to JS as an optimistic psychological state that results from the work experience of employees (Ekmekcioglu and Nabawanuka, 2023). From an organizational perspective, JS is the expression of positive attitudes of commitment and psychological association with performing tasks (Moro *et al.*, 2021). The presence of interrole conflict is associated with reduced levels of JS (Cortese *et al.*, 2010). Interrole conflict is known to cause adverse consequences for JS of employees (Bolino and Turnley, 2005). Research reveals that an increased state of interrole conflict typically results in decreased JS of employees (Allen *et al.*, 2000). Similarly, various other studies validated that one of the negative consequences of interrole conflict is low JS (Boles *et al.*, 2001; Netemeyer *et al.*, 1996; Özbağ and Ceyhun, 2014). Interrole conflict leads to emotional imbalance among employees leading to perceiving negative affective experience (Wilson *et al.*, 2018). Now, looking through the lens of AET (Weiss and Cropanzano, 1996), affective experiences at work influence job satisfaction of employees (Judge and Ilies, 2004). Furthermore, many studies have reconfirmed the negative associations between interrole conflict and JS (Kalliath and Kalliath, 2015; Karimi, 2008; McElwain *et al.*, 2005).

Therefore, drawing on past literature, the current research work proposes that WPC, a form of interrole conflict, will also have a negative consequence on JS. We thus, propose the following hypothesis:

Hypothesis 1: WPC will be negatively related to JS.

The Role of Employee Voice (EV)

Van Dyne and LePine (1998) defined voice as promotive behaviour that emphasizes the expression of constructive challenge intended to improve rather than merely criticize. Considering the scope of the research work, the article will measure only the constructive voice behaviour of employees as we want to specifically test how employees provide constructive inputs when they face scenarios of WPC owing to their work demands such that the WPC situations can be minimized. Constructive voice refers to the voluntary expression of ideas, information, or opinions focused on effecting organizationally functional change to the work context (Maynes and Podsakoff, 2014). Voice behaviour can be considered as an individual's voluntary and open communication directed toward individuals within the organization that is focused on influencing the context of the work environment (Hirschman, 1970; Gorden, 1988; Van Dyne and LePine, 1998; Van Dyne, Ang and Botero, 2003; Morrison, 2011; Maynes and Podsakoff, 2014).

Employees exercising voice behaviors contribute to the benefits of their organizations as it enhances organizational values and culture which in turn promotes JS of employees (Holland *et al.*, 2011; Koyuncu *et al.*, 2013). Organizations that enable employees to exercise their voices effectively, lead employees to become more engaged and satisfied with their jobs (Bryson, 2004). Thus, past studies advocate for the fact that exercising EV leads to increased

JS. Also, based on literature review, the research work takes into consideration that exercising voice options in instances of WPC will moderate the impact of WPC on JS. We therefore, posit the following hypotheses:

Hypothesis 2: EV will be positively related to JS.

Hypothesis 3: EV will moderate the relationship between WPC and JS such that the relationship will be weaker for higher than for lower levels of EV exercised by employees.

The theoretical framework is shown in Figure 1.

Insert Figure 1 about here

Methods

Data Collection and Analysis Procedure

A multi-wave, multi-study design was followed for collecting data from employees working with different organizations in the information technology industry of India. The organizations are located in different cities in India. For data collection, purposive sampling technique was used. The study design was such that in Time1 (T1), participants responded to demographic information and the measure of EV. Next, after a gap of 10 days, at Time 2 (T2), the same participants responded to the measures of WPC and JS.

In study 1, questionnaires were sent out to 300 full-time employees of different organizations in India, and we received 262 responses (response rate – 87.33%). The same participants were approached for participating in the second part of the survey at Time 2 (T2). At T2, 237 responses were received (response rate – 90.45%). After the exclusion of outliers and incomplete responses, we were left with 222 valid responses (response rate – 84.73%).

In study 2, questionnaires were again sent out to 300 full-time employees of various organizations (other than the ones in which participating employees of study 1 worked). At T1, we received 288 responses (response rate – 96%). Next, at T2, we obtained 264 responses (91.67%). After the exclusion of outliers and incomplete responses, we finally obtained 256 valid responses (response rate – 88.89%).

The analysis was carried out using IBM SPSS Statistics Version 22 and IBM SPSS Amos Version 24 software. The information technology industry is flourishing in India and contributes immensely to the nation's economic growth (Subramanian, 2006; Shaban and Kavida, 2013). This sample is relevant to our study because studies have reported interrole conflict among employees in the information technology industry (Dhar and Dhar, 2010).

The demographic details of the participants of Study 1 and Study 2 are presented in Table I.

Insert Table I about here

Measures

Work-to-Personal Conflict. WPC was measured using a five-item scale developed by Wilson and Baumann (2015). A sample item is “My work takes up time that I would like to spend on personal activities.”

Employee Voice. EV was measured using a modified five-item scale developed by Maynes and Podsakoff (2014). A sample item is “I frequently make suggestions about how to do things in new or more effective ways at work.” We utilised the constructive voice part of the scale to capture the constructive voice behaviour of employees.

Job Satisfaction. JS was measured using a six-item scale developed by Brayfield and Rothe (1951). A sample item of the scale is “I feel fairly well satisfied with my job.”

For each of the constructs, participants rated all the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

Control Variables. We controlled for the influence of employees’ gender, age, education level, organizational position and life stage. It was done during testing the proposed model for bias-free estimation of true effects.

Results

Descriptive statistics

Insert Table II about here

Insert Table III about here

Means, standard deviations, and correlations among the variables are presented in Table II (study 1) and Table III (study 2). All the main variables under the study significantly correlated with each other ($p < 0.01$). In study 1, for the zero-order correlations among the constructs, WPC correlated significantly ($p < 0.01$) with EV ($r = -.468$), JS ($r = -.446$); EV correlated significantly ($p < 0.01$) with JS ($r = .413$). In study 2, for the zero-order correlations among the constructs, WPC correlated significantly ($p < 0.01$) with EV ($r = -.498$), JS ($r = -.485$); EV correlated significantly ($p < 0.01$) with EV ($r = .499$).

Confirmatory Factor Analyses

We conducted confirmatory factor analyses (CFA) using SPSS AMOS version 24 to assess the validity of our measurement model. Two separate CFAs were conducted for study 1 and study 2. As per the recommendations of Hu and Bentler (1999), the prescribed threshold values of χ^2/df (< 3), Tucker-Lewis Index (TLI; > 0.90), Comparative Fit Index (CFI; > 0.90), Standardized Root Mean Square Residual (SRMR; < 0.09) and Root Mean Square of

Approximation (RMSEA; < 0.06) were taken into consideration to evaluate the model fits. The hypothesized three-factor model in which WPC, EV, and JS loaded on their respective factors demonstrated a good fit to the data in both studies [*Study 1*: $\chi^2/df = 1.423$, CFI = 0.982, TLI = 0.978, SRMR = 0.039, RMSEA = 0.044; *Study 2*: $\chi^2/df = 1.449$, CFI = 0.984, TLI = 0.981, SRMR = 0.038, RMSEA = 0.042] compared to a two-factor model where WPC and EV load on one factor and JS load on its respective factor [*Study 1*: $\chi^2/df = 5.183$, CFI = 0.816, TLI = 0.786, SRMR = 0.113, RMSEA = 0.138; *Study 2*: $\chi^2/df = 5.361$, CFI = 0.839, TLI = 0.812, SRMR = 0.109, RMSEA = 0.131], and a one-factor model where all the items load on a single factor [*Study 1*: $\chi^2/df = 10.534$, CFI = 0.577, TLI = 0.512, SRMR = 0.152, RMSEA = 0.208; *Study 2*: $\chi^2/df = 10.746$, CFI = 0.636, TLI = 0.580, SRMR = 0.143, RMSEA = 0.195]. From the results of the confirmatory factor analyses, we decided to proceed with the three-factor model in both studies as it had superior fit as compared to the alternative models in both samples.

Construct Reliability

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 both the studies was found to be over 0.85 [α values of WPC, EV, and JS were 0.885, 0.915 and 0.922 respectively for Study 1 and 0.882, 0.918 and 0.927 respectively for Study 2]. Composite reliabilities of the constructs were above the 0.70 benchmark, which is in accordance with the recommendations of Hair et al. (2010). Composite reliabilities of WPC, EV and JS were 0.886, 0.916 and 0.922, respectively in study 1 and 0.883, 0.919 and 0.927, respectively in study 2. Hence, construct reliability was established for each construct in the study.

Convergent and discriminant validity

Following the recommendations of Fornell and Larcker (1981), we computed average variance extracted (AVE) estimates to check for convergent validity of the study constructs. The AVE values for WPC, EV and JS were 0.609, 0.685 and 0.665, respectively in study 1 and 0.601, 0.693 and 0.681, respectively in study 2. 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 convergent validity of study constructs in both studies is confirmed by the results of AVE computation.

Further, Fornell and Larcker (1981) suggested that constructs possess adequate discriminant validity when the square root of AVE ($\sqrt{AVE}$) for the constructs is greater than their correlation with other constructs. $\sqrt{AVE}$ values for WPC, EV and JS were 0.780, 0.827 and 0.815, respectively in study 1 and 0.775, 0.832 and 0.825, respectively in study 2.

Discriminant validity was assessed using Heterotrait-Monotrait (HTMT) Ratio. The ratios of WPC-EV, WPC-JS, EV-JS are 0.521, 0.495 and 0.451, respectively for Study 1 and 0.555, 0.538 and 0.541, respectively for Study 2. All ratios were less than the required limit of 0.85 (Henseler, Ringle and Sarstedt, 2015) which confirms discriminant validity of the variables in both studies.

Common Method Variance

Adhering to the suggestions provided by Podsakoff et al. (2003), we performed Harman's one-factor test to check for common method variance (CMV). The variance explained by a single factor was 24.78% in study 1 and 27.21% in study 2 which was below the threshold limit of 50%. This confirms that CMV is not an issue in either of the studies.

Hypotheses Testing

There are two direct hypotheses (H1, H2) and one moderating hypothesis (H3). For testing each hypothesis, separate structural models have been used to identify individual effects.

Examination of the hypothesized direct path between WPC and JS demonstrates a significant and negative effect of WPC on JS in both studies [Study 1: $\beta = -.446, p < .001$; Study 2: $\beta = -.490, p < .001$], which supports hypothesis H1. Next, analysis of the hypothesized direct path between EV and JS demonstrates a significant and positive effect of EV on JS in both studies [Study 1: $\beta = .421, p < .001$; Study 2: $\beta = .502, p < .001$] which supports hypothesis H2.

To test our hypothesis H3, we included the interaction of EV with WPC in the relationship between WPC and JS in a structural model. The results show a negative and significant moderating impact of EV in the relationship between WPC and JS in both studies [Study 1: $\beta = -.418, p < .001$; Study 2: $\beta = -.362, p < .001$] which supports hypothesis H3.

The results of testing for hypotheses H1, H2 and H3 are presented in the supplementary tables.

Insert Figure 2 about here

Insert Figure 3 about here

Slope analyses for both studies based on our moderation results are shown in Figure 2 and Figure 3. Both graphs show that in scenarios of low WPC, employees who exercise EV options, experience higher JS than those who do not exercise EV options much. On the other hand, in high WPC scenarios, employees who exercise EV options more, experience lower JS than those who do not exercise EV options much; which can be explained by the term 'reverse buffering' (Britton, Sliter and Jex, 2012; Tucker, Jimmieson and Bordia, 2018; Liu *et al.*, 2021). Therefore, we conclude that hypothesis H3 is supported only when employees experience low WPC scenarios.

Discussion

Reflection on the Outcomes

Results of studies conducted with two samples drawn from various IT organizations across India showed similar trends. The results confirmed that WPC is negatively related to JS,

which is in accordance with studies that have discussed the negative association between interrole conflict and JS (Mcelwain, Korabik and Rosin, 2005; Karimi, 2008; Ngah, Ahmad and Baba, 2009; Kalliath and Kalliath, 2015). Next, the results confirmed that EV positively influences JS, which is in accordance with previous studies (Bryson, 2004; Holland *et al.*, 2011; Koyuncu *et al.*, 2013).

Next, from the results of the moderation testing, it is seen that employees exercising high EV experience higher JS when they face low WPC than when they face high WPC. A reverse buffering effect is observed for employees who do not speak up much about their concerns, needs etc. in their workplaces. These employees experience higher JS in high WPC scenarios than that in low WPC scenarios faced by them. A probable explanation for this is that when these employees experience low WPC, they keep it only to themselves and continue fulfilling their duties facing conflicting scenarios which leads to low JS. However, when employees who usually shy away from exercising EV encounter high WPC, they might informally share their concerns with others in their workplaces which possibly sparks helping behaviour from their colleagues, bosses etc. leading to high JS. Thus, the results supported the moderating role of EV in the relationship between WPC and JS only when there is a low level of WPC faced by employees.

Theoretical Contributions

The first theoretical contribution which emerges strongly from the study is that a new and understudied domain of interrole conflict literature viz. WPC has been explored and the results have been presented accordingly in the manuscript. Till date, the primary area of investigation in interrole conflict studies is Work-to-Family Conflict (WFC). Undoubtedly, WFC research holds significant managerial importance. However, to add comprehensiveness to the interrole conflict literature, researchers strongly urged to bring forth studies that can analyze how interrole conflict that affects personal activities of employees interfere with organizational outcomes. For bringing this aforementioned comprehensiveness to the interrole conflict literature, a validated construct named WPC was introduced by Wilson and Baumann (2015). However, to the best of the authors' knowledge, studies are not available that used this validated scale to capture the interrole scenario pertaining to the personal domain of employees. The present article embarks on the journey of exploring WPC and analyses its effect on JS. This paper worked on this research gap and contributes significantly to the interrole conflict literature by examining conflict pertaining to the work and personal lives of employees. The article also addressed the concern of EV being narrowed down only to letting employees participate in management decision making and not broadening the true essence of EV behaviours in EV literature (Danford *et al.*, 2009). The results of the study indicate how JS of employees is positively associated with the voice behaviour of employees when they express their concerns and requirements in their work environment. Also, the results from testing the moderating role of EV in the relationship between WPC and JS provide a new concept in understanding the functionality of EV in instances of WPC, which is also a unique contribution to the interrole conflict and EV studies.

Managerial Implications

First, organizations should act carefully to ensure that their employees do not get trapped into perceiving WPC scenarios. It is important for organizations to understand that employees seek value out of their lives and extrinsic values form a significant portion of it. It is not always about work and family but certain personal activities, tasks, and preferences in

which employees want to invest their time to relate purpose to their existence (Sinoway, 2019). The ‘self’ of employees should not disappear from their sense of existence. Organizations must not assume that employees can avail leave only when they have family demands to cater to. Sometimes, employees might want a break for themselves, for fulfilling their personal interests. The reason why this needs to be discussed as a managerial implication is that leave policies of most organizations demand formal or informal explanations as to why the employee is willing to take the leave. During our data collection, we tried to explain to employees the significance of capturing WPC scenarios. Many of them mentioned that failing to cite either a medical reason or a family emergency, employees find it difficult to get their leaves sanctioned. Also, they said that they could not even think of citing personal activities as their reason for asking for leaves as they might be tagged as slackers. This rigidity causes employees to forcefully perform their professional roles when their mental states are not aligned with it which is likely to hamper the performances of employees. To obtain quality organizational performance, employees should consider providing flexibility to employees as investing in the overall organizational benefit (Beauregard and Henry, 2009). Looking at a different perspective, there might arise situations of organizational urgency when employees might need to sacrifice their personal time for a couple of days to fulfil organizational goals. After such periods, concerned representatives of organizations must come forward and acknowledge that they are grateful to the employees for sacrificing their personal hours and must offer them time as compensation so that they can dedicate themselves to their personal activities to freshen up their minds (Carucci, 2019). This will help employees to not perceive these scenarios demanding their personal time as WPC as they will be confident enough that the time sacrificed from their personal times will be compensated by their organizations in due course of time (Rimm, 2019).

Second, organizational functionalities need to be engineered in a manner which will enable employees to remain highly satisfied with their jobs. By personalizing purpose, businesses can boost productivity and job satisfaction. Organizations need to aim at narrowing the gap between their own and their employees’ purposes. With purpose congruence, an environment of ‘forced homogeneity’ can be inculcated that will help employees feel satisfied with their work (Smith and Kouchaki, 2023). Employees value autonomy and thus, companies should avoid micromanaging their workers. Autonomy adds flexibility which helps employees feel engaged and satisfied with their jobs (Smet *et al.*, 2023). Employees sometimes look for more than just career development opportunities and fair compensation to stay satisfied with their jobs. Offering employees with some additional facilities like transportation passes, meals at subsidized rates, on-site childcare etc. can go a long way in keeping them highly satisfied (Smet *et al.*, 2023). Additionally, good employee-manager relations are significant in contributing to satisfaction among employees. Exhibiting empathy, compassion, concern and gratitude to employees are suggested means by management practitioners to foster excellent employee-manager relationships (Allas and Schaninger, 2021).

Additionally, HR professionals must ensure that employees should be encouraged to share their voices, e.g., they can be asked to share suggestions regarding work practices, express the concerns that are preventing them from participating fully in their work or personal lives etc., which in turn will make the employees feel more positively connected with their organizations. The participation of employees in voice behaviours will eventually make them more satisfied with their jobs as HR professionals can devise mechanisms to address their raised concerns.

Limitations and Implications for Future Research

Though the study has been carried out with sincere efforts by collecting data from 478 employees working in different organizations of India's information technology industry, we recognize a limitation of the study that data could have been more enriched if the sample would extend to employees working in various other industries of India. Future research can overcome this limitation by carrying out research work on similar lines where data will be collected from employees working across industries. Also, future studies can test the moderating role of other relevant constructs based on literature to see how JS of employees can be prevented from decreasing during episodes of WPC experienced by employees.

Conclusion

The article presents a novel research work where a new form of interrole conflict, viz. WPC is examined which opens up a new and much-needed direction for research in interrole conflict studies. This research work brings forth the need of acknowledging the personal domain of employees and engineering HR decisions for incorporating the needs of the personal domains of employees. The importance of encouraging and allowing employees to participate in voice behaviours for sharing their valuable opinions, concerns etc. is stressed in the article. Also, the moderating role of EV presented in the article presents a guiding light for organizations to keep their employees satisfied with their jobs.

Proposed developmental work:

1. In addition to examining the impact of WPC on JS, this paper will also explore the effect of WPC on Affective Organizational Commitment (AOC) of employees.
2. The study will investigate the moderating role of 'Perceived Organizational Support' (POS) in the relationships between WPC and JS, as well as between WPC and AOC.

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Table I*Demographic Characteristics*

Category	Study 1 (n = 222)		Study 2 (n = 256)	
	Frequency	(%)	Frequency	(%)
<i>Gender</i>				
Male	165	74.30	187	73
Female	57	25.7	69	27
<i>Age (in years)</i>				
18 – 25	29	13.1	32	12.5
26-35	157	70.7	175	68.4
36-45	32	14.4	45	17.6
46-55	4	1.8	4	1.6
<i>Life Stage</i>				
Single	100	45	106	41.40
Married/ Living with significant other	26	11.7	37	14.50
Family with young children	62	27.9	75	29.30
Family with adolescents	34	15.3	38	14.30
<i>Educational Level</i>				
Diploma	5	2.30	5	2
Graduation	131	59	152	59.40
Masters	80	36	92	35.90
Doctorate	6	2.7	7	2.70
<i>Organizational Position</i>				
Junior level	53	23.87	70	27.34
Middle level	113	50.90	121	47.26
Senior level	56	25.22	65	25.39

Table II*Means, standard deviations, and correlations of variables (Study 1)*

Variable	<i>M</i>	<i>SD</i>	WPC	EV	JS	Gender	Age	EL	OP
WPC	3.84	.809							
EV	2.19	.817	-.468**						
JS	2.18	.802	-.446**	.413**					
Gender	1.26	.438	-.002	-.014	-.096				
Age	2.05	.588	.112*	-.003	-.022	.003			
EL	2.39	.582	.121*	-.109	-.084	.189**	.300**		
OP	1.15	.361	.118*	-.069	-.062	-.021	.646**	.316**	
LS	2.14	1.15	.105	-.130*	-.012	.021	.617**	.305**	.689**

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 = 222

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

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

Table III*Means, standard deviations, and correlations of variables (Study 2)*

Variable	<i>M</i>	<i>SD</i>	WPC	EV	JS	Gender	Age	EL	OP
WPC	3.86	.801							
EV	2.22	.827	-.498**						
JS	2.20	.823	-.485**	.499**					
Gender	1.27	.445	.011	-.034	-.108*				
Age	2.08	.598	.072	.072	.047	.005			
EL	2.39	.578	.102	-.042	-.025	.165**	.337**		
OP	1.15	.356	.088	-.046	-.046	-.006	.568**	.286**	
LS	2.18	1.12	.090	-.085	.007	.030	.611**	.284**	.676**

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 = 256

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

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

Figure 1

Theoretical Framework

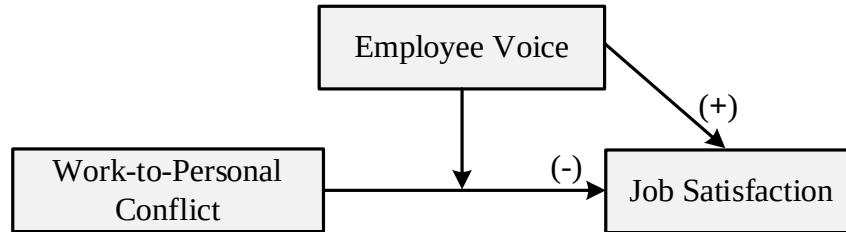


Figure 2

Slope analysis for the moderation of EV between WPC and JS (Study 1)

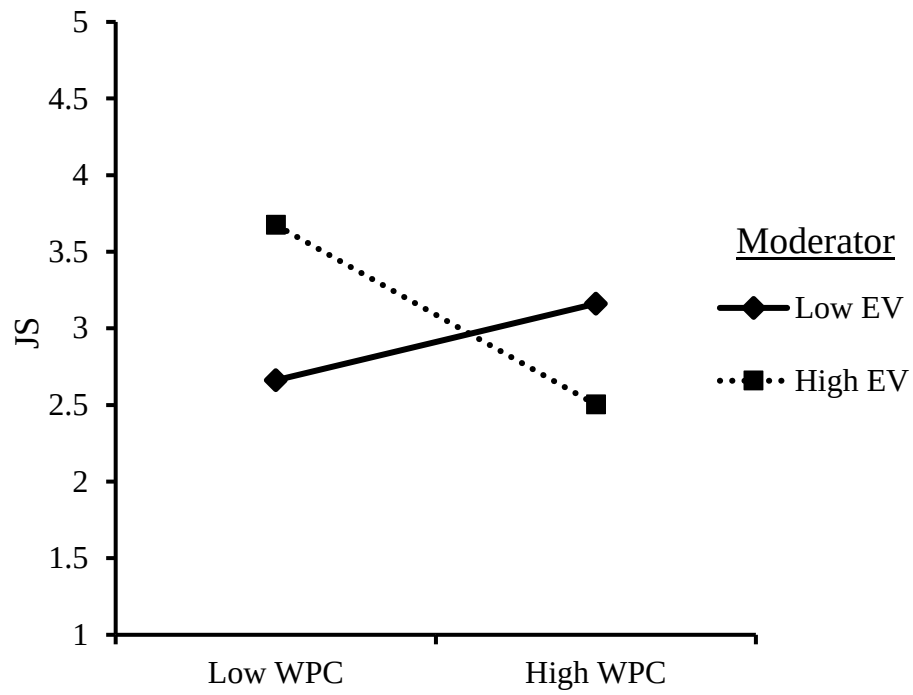
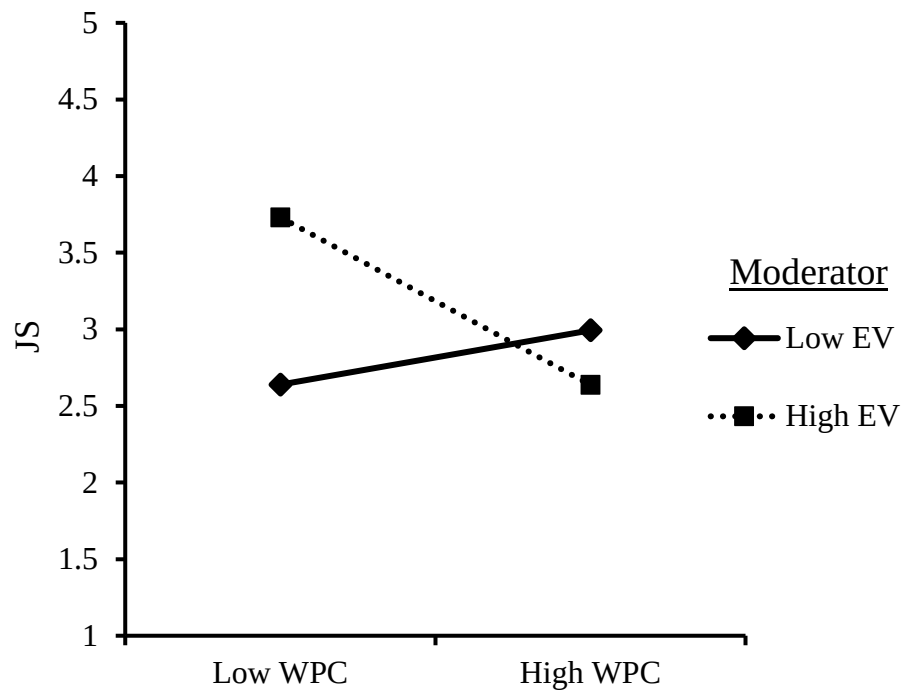


Figure 3

Slope analysis for the moderation of EV between WPC and JS (Study 2)



Supplementary Table I

Standardised Regression Weights – Study 1

1 st Hypothesized Path				2 nd Hypothesized Path			
IV → DV	β	C.R.	p	IV → DV	β	C.R.	p
WPC → JS	-.446	-7.396	***	EV → JS	.421	6.838	***
Gender → JS	-.097	-1.588	.112	Gender → JS	-.091	-1.478	.139
Age → JS	.043	.519	.604	Age → JS	-.036	-.428	.669
EL → JS	-.021	-.321	.748	EL → JS	-.021	-.322	.747
OP → JS	-.084	-.934	.351	OP → JS	-.106	-1.156	.248
LS → JS	.075	.862	.389	LS → JS	.147	1.648	.099

Note. IV = Independent Variable; DV = Dependent Variable. *** $p < 0.001$

Supplementary Table II

Standardised Regression Weights – Study 2

1 st Hypothesized Path				2 nd Hypothesized Path			
IV → DV	β	C.R.	p	IV → DV	β	C.R.	p
WPC → JS	-.490	-9.015	***	EV → JS	.502	9.198	***
Gender → JS	.109	-1.991	.046	Gender → JS	-.096	-1.766	.077
Age → JS	.100	1.390	.165	Age → JS	-.009	-.118	.906
EL → JS	.023	.393	.694	EL → JS	.009	.160	.873
OP → JS	-.106	-1.396	.163	OP → JS	-.107	-1.406	.160
LS → JS	.058	.738	.460	LS → JS	.127	1.604	.109

Note. IV = Independent Variable; DV = Dependent Variable. *** $p < 0.001$

Supplementary Table III

Moderation Analysis Summary

IV → DV	Study 1			IV → DV	Study 2		
	β	C.R.	<i>p</i>		β	C.R.	<i>p</i>
InterWPCxEV → JS	-.418	-5.520	***	InterWPCxEV → JS	-.362	-5.216	***
WPC → JS	-.168	-2.490	.013	WPC → JS	-.185	-2.976	.003
EV → JS	-.089	1.262	.207	EV → JS	.184	2.858	.004
Gender → JS	-.072	-1.306	.192	Gender → JS	-.088	-1.791	.073
Age → JS	-.043	-.562	.574	Age → JS	-.004	-.053	.958
EL → JS	.012	.204	.838	EL → JS	.056	1.048	.294
OP → JS	-.095	-1.166	.243	OP → JS	-.117	-1.708	.088
LS → JS	.148	1.856	.063	LS → JS	.133	1.856	.063

Note. IV = Independent Variable; DV = Dependent Variable. *** $p < 0.001$; InterWPCxEV represents the multiplication of the mean centered values of WPC and EV